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CITY OF FREMONT
FREMONT, CALIFORNIA

PHASE I DIAGNOSTIC APPRAISAL (PLANNING)
COMMUNITY DEVELOPMENT DEPARTMENT

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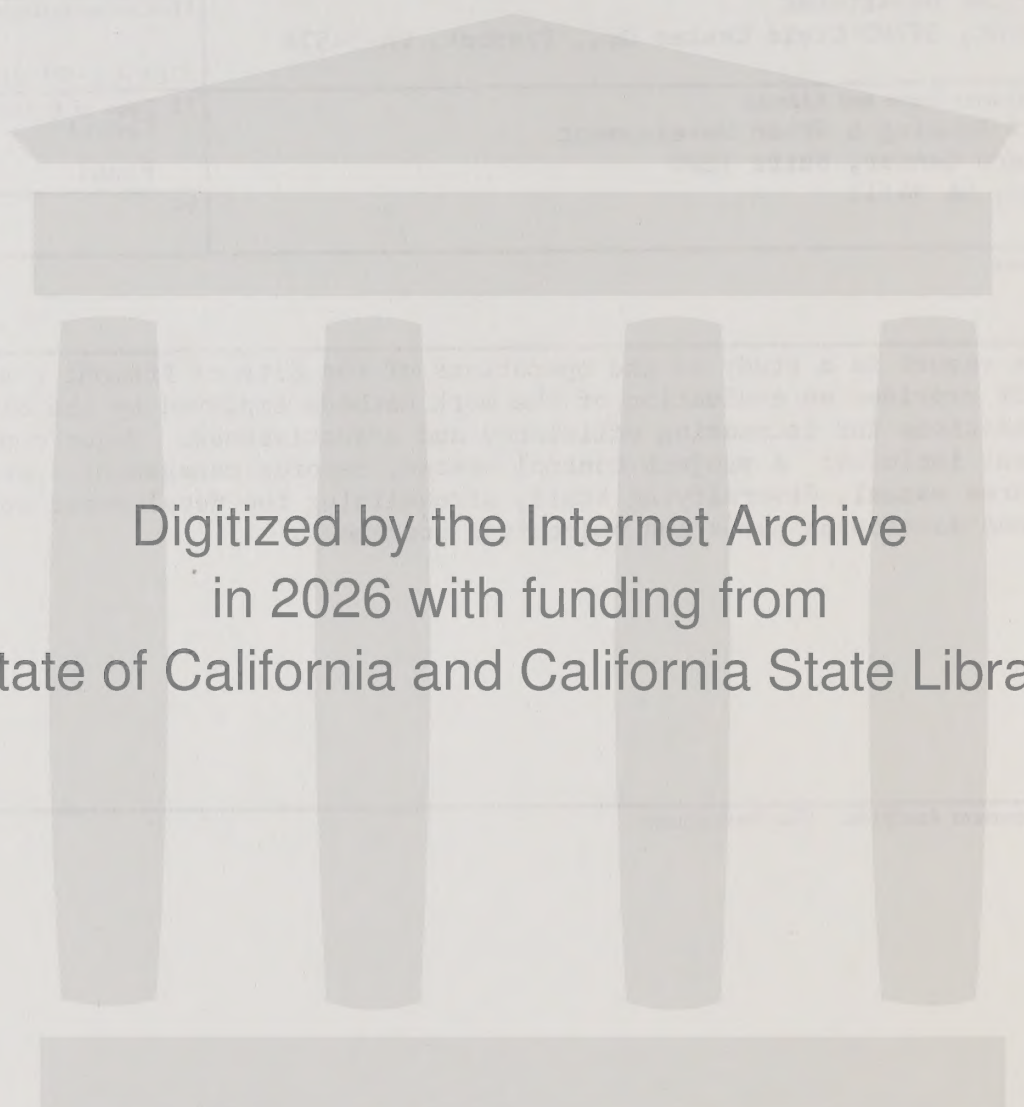
Management Analysis Division
Work Planning and Performance Monitoring System Project
Management Services Department
December 23, 1974

City planning

Fremont

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16. Abstracts This report is a study of the operations of the City of Fremont Planning Functions. It provides an evaluation of the work methods employed by the division with recommendations for increasing efficiency and effectiveness. Major opportunities for improvement included: a project control system, records management system, developing a procedures manual, diversifying staff, streamlining the development application processing, and developing goals and objectives statement.			
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MANAGEMENT SERVICES DEPARTMENT

RESEARCH REPORT

REPORT NO.

74-1

CMO. FILE NO.

10791.1

DATE

December 23, 1974

PAGE 1 OF 3

TO

DON DRIGGS
City Manager

APPROVED

WPPMS Project Manager

BY

ADMINISTRATIVE ASSISTANT FUKUHARA

DISTRIBUTION

MANAGEMENT SERVICES DIRECTOR

CHIEF PLANNER

SENIOR PLANNERS (2)

SUBJECT

TRANSMITTAL OF THE PHASE I REPORT ON THE
WPPMS DIAGNOSTIC APPRAISAL FOR THE
PLANNING DIVISIONS OF THE COMMUNITY
DEVELOPMENT DEPARTMENT

REFERENCE

The Budget and Research Section of the Management Analysis Division is pleased to submit its Phase I Report in respect to the Work Planning and Performance Monitoring systems effort in the Community Development Department.

The first year work program for the WPPMS calls for a diagnostic appraisal in each of the pilot areas. Out of these diagnostic appraisals will come Phase I reports identifying: (1) opportunities for improvement in the subject areas; and (2) areas which will require more in-depth analysis before implementation can take place. The diagnostic appraisal for the planning area of the Community Development Department has included an assessment of management systems and techniques used to plan, control, and evaluate the planning programs and services.

As you well know, this study was conducted during a period in which various groups expressed major concerns with the planning process. Many concerns had to do with the fact that requirements were often unclear or unstated at the beginning of the development process and people received conflicting information from staff. Many of the steps recently taken by the Community Development Department and many of the recommendations given herein, if implemented, would go far in attempting to "zero-defect" the information process in respect to planning applications.

The major findings and priorities for policy and management consideration are summarized below.

POLICY CONSIDERATIONS

- . Revise the system of responding to public counter inquiries so that if a question cannot be answered at the counter in a quick session, an appointment would be made with a project planner.
- . Clarify the nature and intent of urban design in respect to current planning.
- . Clarify the long run nature and intent of Advance Plan Area planning.

MANAGEMENT CONSIDERATIONS

- . Further develop a goals and objectives system with appropriate workload indices and output standards.
- . Expand the use of written procedures through the issuance of a Departmental Operating Instruction Manual.
- . Based on attrition, alter the staffing mix in order that there are less Associate Planners and a greater number of Assistant and Junior Planners.
- . Develop a systematic program of records management with a full time file clerk doing nothing but records management.
- . Conduct work measurement in respect to the clerical employees and assign each clerical person to a particular supervisor.
- . Develop a complete project control system that will integrate the present:
 - Monthly Reports
 - Existing Project Control Documents
 - Electronic Data Processing Printout for projects and hours allocated to projects
 - Monthly Departmental Work Unit List
- . Develop application packages for all planning outputs (e.g., Agricultural Preserves, Subdivision, Variances, Use Permits, etc.).
- . Develop a more systematic Capital Improvement Program Project Management System; as such, assign an Associate Planner/Architect to a Capital Improvement Program Project Manager when applicable.

BUDGET CONSIDERATIONS

- . After analysis of the work distribution chart and the integrated project control system, review the present staffing to see if the assumptions made presently concerning staffing mix are still valid.
- . The proposed staffing mix that could be reached through attrition would give significant cost avoidance as five (5) of the present nine (9) Associate Planners positions would be reallocated to the Assistant and Junior Planner level.

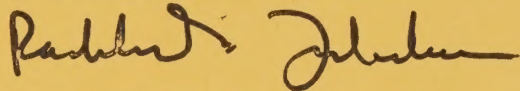
AREAS TO BE EXAMINED AND REPORTED ON IN THE PHASE II REPORT

- . The range, median and mean processing time for all application outputs.
- . The work distribution for every position based on the daily activity logs.
- . Approximate standardized turnaround time for all planning outputs.
- . Standard work output for clerical positions.
- . A complete and integrated project control system.

It is our desire that this document prove fruitful as a decision-making tool in the Community Development Department.

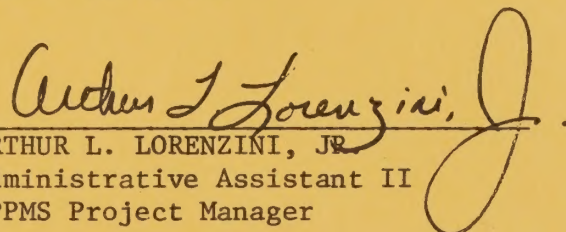
The Community Development Director concurs with these recommendations and looks forward to their implementation.

Respectfully submitted,



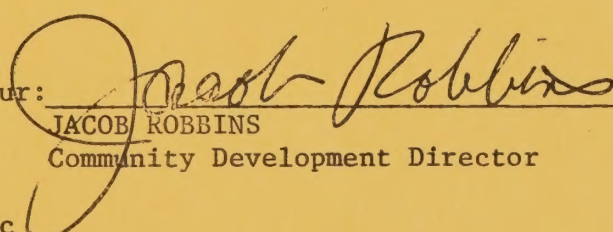
RACKHAM FUKUHARA
Administrative Assistant I

Approve:



ARTHUR L. LORENZINI, JR.
Administrative Assistant II
WPPMS Project Manager

Concur:



JACOB ROBBINS
Community Development Director

RF:dc

Attachment: Phase I Diagnostic Appraisal (Planning) Community Development Department

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I
METHODOLOGY OF THE DIAGNOSTIC APPRAISAL

This appraisal which was conducted between November 1 and December 6, 1974, covered the Planning portions of the Community Development Department. As such it intensively reviewed the Current Planning Division, the Long Range Planning Division, and the Development Organization. The appraisal had three over-riding goals:

- . To determine if there were problems associated with the functions, structure, and staffing patterns in the aforementioned areas;
- . To gather data and determine what would be necessary to develop a rigorous and workable management information system; and
- . To identify opportunities for improvement that had immediate potential for change without further study and analysis.

Within these general goals, specific issues to be examined during the survey were identified by both the analyst and departmental personnel. The major issues were to:

- . Identify the current organization and staffing patterns;
- . Develop the degree to which goals and objectives had been established to guide the department;
- . Analyze departmental procedures and the necessity for greater effort in respect to the development of written operating instructions;
- . Initially review the clerical section;
- . Analyze the records management system and make a determination as to what could be done;
- . Evaluate the Work Planning and Control System; and
- . Make a preliminary determination in respect to manpower utilization.

In conducting the appraisal, a number of standard data collection methods were used.

- . At the beginning of the appraisal, a meeting was held with all departmental personnel to explain the scope of appraisal. At that time, an Orientation Handout was distributed to all individuals (see Appendix 1).
- . Interviews were conducted with all staff using an interview guide (see questions, Appendix 1).
- . Daily Activity Logs were filled out for a two week period. At the present time, an analysis of these logs is being made for work content and work delays.
- . Once the analysis has been completed, a work distribution chart will be prepared and presented in the Phase II report.

- . An evaluation of processing time is taking place. This takes examining the file for each completed application.

An analysis of processing time will be presented in the Phase II report.

The short time available limited the scope of this report to presenting ready opportunities for improvement. In spite of the time limitation, it is thought that the data that has been obtained to this point is sufficient to identify opportunities for improvement and clearly outlines where follow up needs to be done in respect to more intensive exploration and analysis.

II
OPERATIONS PROFILE

A. Introduction

The City of Fremont was founded on the principle of developing a well planned community. This commitment is expressed in the quality standards that are a basis for physical development.

Since Fremont became a city in 1956, there has been a high degree of public interest in the community development program. The City's Master Plan was adopted within the first few months after incorporation. In the Master Plan, the City set forth major objectives for development. The General Plan was later instituted to establish long range policies for land use, population density, and industrial and commercial activities.

A citizen Planning Commission, appointed by the City Council, has functioned in an advisory capacity in making general planning and specific land use recommendations to the Council. The Community Development Department serves a dual function as staff to the Commission and as an operating department within the administration of the City.

B. Community Development Department

The Community Development Department is composed of four units: Current Planning, Long Range Planning, and Building Inspection and Plan Review. (The subject of the report will exclude the Building Inspection functions.) The executive head of the department is the Community Development Director. The Director is assisted with the management of the planning function by the Chief Planner and the building functions by the Chief Building Official.

The Community Development Department has been through a transition period. The Management group for the planning divisions has been replaced over the past two years and the supervisors for both the Current and Long Range Planning Divisions have been employed by the City for less than a year.

A special unit for urban design assistance was created in 1973. This unit also provides some architectural services for public projects.

Organizationally urban design has been placed in the Long Range Planning Division, however, the nature of the project review developed by this group crosses divisional lines. Half the staff employed here are engaged in Target Planning and the remaining two are used as resource people for City projects.

Because of these changes, it is difficult to evaluate the past performance of the planning function of the Department. However, this study has revealed certain organizational and functional characteristics.

The Current Planning Division is divided into two units: Agenda Preparation and the Development Organization. The Agenda Preparation unit is responsible for the review, redesign, negotiation, processing, and preparation of recommendations to the Planning Commission on rezonings, conditional use permits, major and minor subdivisions, precise plan maps, planned unit developments, and planned districts. The unit also provides informational service to the public, developers and other public agencies, as well as preparing and processing Environmental Impact Reports and handling zoning administration.

The Development Organization functions as the central point for the review and approval of private development plans. The D.O. assures compliance of City Council adopted ordinances and policies and Planning Commission conditions while eliminating the necessity of each applicant seeking information and/or approvals from each operating department within and outside of the City government.

The Long Range Planning Division is responsible for the development, review and updating of the General Plan. It also provides information to other departments, developers and the general public. In addition, target plans (specific area plans) for large potentially developable vacant areas of the City are prepared to provide more precise information relative to circulation, open space, utilities and housing area. Urban design assistance is provided to Current Planning proposals and City owned properties and structures.

A functional organization chart for Current and Long Range Planning is contained in Exhibit 1.

C. Current Staffing

The distribution of professional and subprofessional planning positions by classification is given as follows:

	<u>74/75 Authorized</u>	<u>Current Staffing</u>
Chief Planner	1	1
Senior Planner	2	2
Associate Planner	9 ^A	8 ^B
Assistant Planner	2	2 ^C
Junior Planner	1	2 ^D
Planning Aide	<u>1</u>	<u>4^E</u>
	16	19

A - This includes three temporary positions.

B - This includes two of the three temporary positions. The third temporary Associate Planner positions is underfilled as an Assistant Planner.

C - This includes one temporary position which is the third temporary Associate Planner underfilled as an Assistant Planner.

D - One of the authorized Assistant Planner positions is underfilled as Junior Planner.

E - There are three (3) Planning Aides funded under CETA funds. The funds for these CETA positions will terminate in November of 1975.

A current organization chart showing the organization and staffing distribution is given in Exhibit 2.

Exhibit 3 gives a six year overview of budgeted staffing in the planning areas. Between 1969/70 and 1974/75 the planning staff (excluding the D.O. staff but including temporary positions) has increased by 6 positions for percentage increase of 60%.

Exhibit 4 gives some selected workload activities for the fiscal years 1969/70 through 1973/74 with to date actual through November 30, 1974 and extrapolations for F/Y 74/75. It is interesting to note that if one excludes EIR's, the heaviest year using the selected indicators was 1971/72. Since that year, if one excludes EIR's, there was a slight decline in 72/73, and a sizeable decline in 73/74. Using the indicators, workload appears to be taking a slight rise for F/Y 74/75.

It should be noted, these indicators do not show significant new activities taken on in Long Range Planning such as the recent Advance Plan Areas (Mission Hills and Northern Plain).

Exhibit 5 shows the authorized budget for six fiscal years. The budget has increased approximately \$261,000 or 63% between 1969/70 and 1974/75. This is 12-1/2% per year increase. As a percent of the City operating budget, the Community Development Department Budget has been consistently around five to six percent.

D. Division Supervision and Project Control

From initial examination of work distribution a basic difference in work methods can be distinguished between the two planning divisions. The long range planners are primarily assigned a specific project, which dominates their activity hours. These projects have definite completion dates. The research and preparation requires block of uninterrupted time to develop the final product.

The Long Range Senior Planner exerts supervisory control by insuring quality control and by providing guidance and assistance with any difficulties encountered by the project planners under his direction.

Because of the specialized nature of each project, horizontal interaction among the long range planners is limited.

The Current Planning Division is a contrast to the long range division. The work distribution indicates that this group is highly interactive. The work day is a series of interruptions and consultations. This pattern affords little time to devote to a single project activity.

The work environment is intensified by the high regard for satisfying public requests for service. This demand is unpredictable, and the requirements range from simple one minute responses to longer discussions requiring a

COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISIONS
FUNCTIONAL ORGANIZATION CHART

Executive:

Director

Divisions:

Current Planning

Long Range Planning

Objectives:

Guide the current physical development
of the City.

Guide the long range development of the
City through the general planning, urban
design, and the formulation of specific
plans and programs.

Activities:

- . Agenda Preparation
- . Public informational service
- . Zoning administration
- . Environmental review
- . Development Organization
- . Review and approve private
development plans

- . Update General Plan
- . Formulate General Plan Elements
- . Public information service.
- . Research and Policy Studies
- . Target and Area planning
- . Urban design assistance
- . Land Use Survey

COMMUNITY DEVELOPMENT DEPARTMENT
 PLANNING DIVISIONS
 PRESENT ORGANIZATION AND STAFFING

Director

Chief Planner

Current Planning
 Senior Planner

Long Range Planning
 Senior Planner

Development
 Organization

1 Assoc. Plnr.
 1 Assoc. Eng.
 1 Bldg. Insp.

Agenda
 Preparation

4 Assoc. Plnrs. (1 vacant)
 1 Plng. Aide (prov.)

Urban Design

1 Assoc. Plnr. (temp.)
 (Target Plng.)
 1 Asst. Plnr. (Temp/
 underfilled)
 (Target Plng.)

 1 Assoc. Plnr. (temp.)
 (Architect)
 1 Asst. Plnr.
 (Design Review)

General Plans

1 Assoc. Plnr.
 2 Jr. Plnr. (1 under-
 filled)

 3 Plng. Aide (CETA)
 (Land Use Survey)

COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISIONS - BUDGETED POSITIONS

	69/70	70/71	71/72	72/73	73/74	74/75
Chief Planner	N/A	N/A	N/A	N/A	1	1
Senior Planner	2	2	2	2	2	2
Associate Planner	5	5	5	6	8*	9*
Assistant Planner	2	2	2	2	2	2
Junior Planner				1	1	1
Planning Aide			2**	1**		1
Graphic Delineator	1	1				
SUBTOTAL	10	10	11	12	14	16
Assistant Civil Engineer	1					
Building Inspector	1	1	1	1	1	1
Associate Civil Engineer	1	1	1	1	1	1

* 3 temporary positions

** Part time and federal programs

COMMUNITY DEVELOPMENT DEPARTMENT

PLANNING DIVISIONS - SELECTED BUDGETED WORKLOAD ACTIVITIES

	69/70	70/71	71/72	72/73	73/74	Projected 74/75	to date 11/30/74	Extrapolations 74/75
Variances	109	73	91	75	78	70	33	79
Use Permits	42	58	45	57	36	38	12	29
Subdivisions & Minor Subdivisions	20	42	75	67	29	50	27	65
Planned Unit Developments	22	11	18	8	3	12	0	0
Rezoning	32	33	32	23	22	13	13	31
Planned Districts	7	9	11	12	4	4	4	10
General Plan Amendments	7	8	5	6	6	4	11	26
Zoning Text Amendments	16	8	1	0	12	10	4	10
Development Organization	99	124	112	110	99	100	34	81
Agricultural Preserves	9	3	7	6	6	3	6	14
Environmental Impact Reports	N/A	N/A	N/A	54	39	123	38	91
 TOTAL	 363	 373	 396	 418	 334	 427		 436
Total Without EIR's				364	295	304		345

Exhibit 5.

COMMUNITY DEVELOPMENT DEPARTMENT

Authorized Budget

	69/70	70/71	71/72	72/73	73/74	74/75
Administration	31,774	55,774	36,101	38,404	40,667	87,999
Current Planning	118,755	120,743	164,131	174,730	207,516	178,929
Long Range Planning	75,131	61,180	68,411	70,381	114,825	188,419
Building Inspection	189,411	214,039	192,727	201,578	105,713	112,417
Plan Review					123,640	108,161
Total	415,071	451,485	461,370	485,093	592,361	675,925
Increase (\$)		36,414	9,885	23,723	107,286	83,564
Increase (%)		8.7	2.1	5.1	22.1	14.1
Total City Operating Budget %	5.8	5.8	5.5	4.8	3.9	5.1
5 year increase (\$)	\$260,854					
5 year increase (%)	62.8					
Average Annual Increase (%)	12.56					

sophisticated understanding of City requirements. Because there are many calls for service, there is also a constant need for reference, definition, clarification and interpretation of planning laws and policies. Even experienced planners have difficulty administering the City's ordinances and regulations.

The Senior Planner supervising Current Planning has special considerations because he must manage the division and he must also administer the Zoning Ordinance. Consequently, the Senior Planner must exercise project control for timely dispositions to the Planning Commission and he must also be thoroughly acquainted with the technical aspects of planning.

The Development Organization is a section of Current Planning. It is summarily supervised by the Senior Planner. The one stop development concept is employed here with the Community Development and Public Services Departments represented. Other City inputs cross division and department lines, and the Coordinator is responsible for keeping the submittals in process and finally issuing the building permits. While the coordinator is to be the single communicator of city requirements with the applicant, other departmental personnel also correspond directly in the technical phases of the plan review.

Submittal status is reported at the end of each week and summarized monthly. With the present level of building activity, some of the D.O. personnel have been assigned additional duties.

Both Planning Divisions are faced with heavy demands for project completion and eventual administrative or public determination on land use in the City. The staff works diligently to meet all its public responsibilities, and the planners embody a well rounded group of professionals. The staff also expresses a high regard for providing the best possible service for the City.

E. Positive Aspects.

This departmental assessment located significant strengths in the operation of the planning functions.

A brief summary of these attributes is submitted below:

- . The planning divisions have made a substantial contribution to the development of the General Plan.
- . The planning divisions exercise project control which facilitates the timely meeting of deadlines, especially in preparing Planning Commission and City Council agenda items.
- The planning division staff express a high regard for producing quality work.
- The planning division personnel are committed to providing timely and complete responses to meet public demands.

- The planning division personnel exhibit a high regard for promoting the quality development of the City of Fremont.

The departmental budgeted work plan indicates the continuation of an ambitious program in community development. Some of the more controversial items are also the more significant attempts to insure for the building of the best quality facilities in the City of Fremont.

Rather than elaborating upon the significant achievements and activities of the planning divisions, the text of this report has provided a functional departmental profile and concludes with recommendations for improving internal operations.

III RECOMMENDATIONS AND SPECIFIC FINDINGS

It would be easy to misconstrue the intent of this report, because it identifies areas for improvement. The purpose is not to "knock" the department, but provide constructive criticism and management assistance in the implementation of the recommendations. It should be remembered that the department attempts to represent and achieve a high degree of professionalism and proficiency.

As with any diagnosis, there is a tendency to make immediate determinations. However, this report should not be treated as a ready prescription, but as a progress report in the implementation of more efficient and effective methods for the community development process.

A. GENERAL MANAGEMENT AND ADMINISTRATION

RECOMMENDATION 1. FURTHER DEVELOP AND INTEGRATE THE PRESENT GOALS AND OBJECTIVES FOR THE DEPARTMENT.

The administration of the City of Fremont follows the principles of a "management by objectives" (MBO) system. The Community Development Department as an administrative unit has also been involved in the goals and objectives setting process that is an integral part of MBO.

The present set of departmental objectives are suited to an overview of the departmental functions. However, the relationship of the objectives to programs, workload, and the resources needed to maintain a level of service could be strengthened by increasing the staff participation in the goals formulation process. Specific objectives would provide a means for evaluating performance by efficiency and effectiveness.

Departmental goals and objective setting is a thoughtful process, that would require a rigorous examination of the mission of the department. The benefits (to be achieved) are worth the effort.

- . The staff will gain a surer sense of direction.
- . The staff will gain an investment in the department by being involved in the formulation of goals.
- . An agreed sense of mission by departmental personnel will personalize their contribution to the goals of the department.
- . The formal objectives will be a means for evaluating the achievements of work activities by program and by individual staff members.
- . The objectives will identify how the planning process makes the City a better place to live.
- . The objectives will establish a criteria for improving the Community Development process.

The goals and objectives statements established by the staff will help focus the productive energies of the department on the accomplishment of specific task elements.

This year's budget process (75/76) begins to address the area of operating objectives. Sample operating objectives are given in Appendix 2, (the Goal Structures for the City of Phoenix Planning Services and the City of Riverside).

For every professional planner, a management by objectives statement should be written once each year. This statement should be reviewed quarterly to see if stated objectives are being met. An evaluation should be given at the year end.

This process would enhance project control as time completion objectives should be set for all projects and outputs.

Such a system should be tied directly to salary increase.

An example MBO form is given in the Appendix 3.

RECOMMENDATION 2. CLARIFY THE RESPONSIBILITIES OF THE CHIEF PLANNER

The present department organization evenly divides the duties of the Chief Planner between the two planning divisions. During the period when the Senior Planner positions were vacant, the Chief Planner assumed direct line supervision of the two units. In the director's absence, he also serves as acting director.

It would be beneficial to specifically delineate the managerial responsibilities of the Chief Planner, in order to declare the operational authority and jurisdiction of the position.

When the Chief Planner was appointed, no written job specifications were formulated and this is still the case. The Director and the Chief Planner operate from an informal agreement. This situation needs to be clarified to better define the reporting relationships, in order that the channel for project control communications between the director and the planning divisions is formalized.

RECOMMENDATION 3. IMPROVE INTRA-DEPARTMENTAL COMMUNICATIONS

The practice of conducting joint planning division meetings has been discontinued. This has contributed to the isolation of the two divisions and a deficient information flow between them.

During a high activity period, it sometimes becomes necessary to suspend such meetings, and the ability to keep up to date on department projects can diminish. It is important for project planners to keep abreast of their environment, this would include interacting with other members of the organization and a formal means for learning what the current developments are.

There are many alternatives for improving departmental communications. These would include:

Regularly scheduled meetings with agendas.
Circulation of Memorandums.
Activity Lists of projects and planner responsibilities.
Department newsletter.

A means for keeping department staff informed needs to be reinstituted on a regular schedule.

The best means for providing this communication vehicle is the scheduled staff meeting with an agenda program.

RECOMMENDATION 4. EXPAND THE USE OF WRITTEN PROCEDURES

The department maintains an Administrative Procedures folder. These procedures provide direction to staff. The policy of providing written instructions is invaluable and should be maintained and updated.

The reason for formalizing procedures is to add conformity and consistency in staff actions. Another important element is to satisfy the need for a current guide to the Department's and Divisions' policies, organization and operation.

Verbal communications and announcements have a tendency to become distorted in use. Issuing clear written instructions will insure that a uniform policy has been distributed.

The City's approved method for issuing management directives is explained in Administrative Regulation 1.1A, Departmental Operating Instructions. This recommendation identifies the need for the standardization and the formalization of operating instructions; this recommendation also urges the revision of the present departmental "Administrative Procedures" to conform with the above mentioned City of Fremont Administrative Regulation. (See Appendix 5.)

RECOMMENDATION 5. FURTHER DIVERSIFY THE STAFFING MIX

Based on attrition, it is recommended that organization staff be replaced to diversify and provide for a greater proportional distribution in the professional and subprofessional classifications.

Supervisory responsibility should be placed directly at the Associate Planner level. It is recommended that in negotiations this year, Associate Planners be negotiated out of FACE and be placed in the Management group or in a special professional category.

The department should always try to hire and retain the best qualified people. All staff positions should be recognized as a training ground for possible promotional considerations. Providing for the personal growth of staff is a management responsibility, and promotion should continue to be based upon superior performance, and the potential to accept increased responsibility.

COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISIONS
PROPOSED ORGANIZATION AND STAFFING MIX

DIRECTOR

CHIEF PLANNER

CURRENT PLANNING
SENIOR PLANNER

2 Assoc. Plnrs.
2 Asst. Plnrs.
2 Jr. Plnrs.
1 Plng. Aide

LONG RANGE PLANNING
SENIOR PLANNER

2 Assoc. Plnrs.
2 Asst. Plnrs.
2 Jr. Plnrs.
1 Plng. Aide

The planning field is not a narrowly defined area. Exposure to the different aspects in the Community Development process would broaden and strengthen the depth of the department personnel, especially in terms of linking the long range planning process with the implementation of land use decisions in current planning.

The department follows an informal program for selectively rotating staff through the functional planning assignments, this program should be formalized to insure the expansion of professional experiences and renewed employment challenges.

The intent of these recommendations is the transitioning of the planning staff into project and team units with a better defined leadership role for Associate Planners.

A preliminary draft of an organization and staffing chart is proposed in Exhibit 6.

This proposed staffing mix would provide significant cost avoidance in transitioning positions toward the lower classifications.

RECOMMENDATION 6. SUPPORT STAFF PARTICIPATION AT PUBLIC MEETINGS

The Community Development process is best performed in a citizen participative environment. For the most part the department is represented in the public eye by the management personnel. However, the project planners are responsible for the materials presented for public discussion. Management is the public communication conduit, and a degree of project involvement and familiarity is lost in this reporting relationship.

Present constraints on overtime compensation restrict the permissive use of staff. Still it would appear advantageous for the project planners and citizen groups to correspond directly.

The planners should be encouraged to participate in public discussions as representatives of the department.

In order to accomplish this recommendation, an overtime allowance should be annually budgeted to distribute and account for the extra hours needed. However, extremely strict controls should be placed on the use of overtime by the Community Development Director.

RECOMMENDATION 7. TAKE POSITIVE ACTION TO UPGRADE THE DEPARTMENT RECORDS MANAGEMENT SYSTEM

The records management system is being evaluated by an analyst from Management Services. A program for implementing methods improvements will begin early in 1975.

The considerations submitted from the WPPMS department assessment:

- . Attention should be focused on consolidating the cross reference system and source documents maintained by the clerical staff and other individuals.
- . Large readable labels should be attached to the file cabinets for easy identification.
- . File access should be controlled to avoid the loss of files.
- . No file should be removed without an out card replacing the file. The out card should be signed and dated by the borrower.
- . A location chart for the file system should be prominently displayed near the cabinet area.
- . A regular schedule for debulking files and for media transfers should begin.

Because expert staff is needed to determine the materials to be purged from files, a program should be developed to allow for this time requirement. As staff time appears limited, an overtime schedule should also be investigated, especially in terms of budgeting.

- . The inactive files in hold storage (the City Corporation Yard) should be catalogued for easy reference.
- . The files stored in areas outside the control of the department staff should be secured. These files should also be catalogued for reference.
- . The desirability of maintaining inactive files in hard copy form should be evaluated. Microfilming would yield space savings, adding to the working area available to staff. Off-site storage may yield possible cost savings.
- . The location of file cabinets in the department should be appraised to determine the benefits of using them as room dividers.
- . Many studies and reports are generated by the department. These research papers should be annotated, indexed, and catalogued for future reference.
- . A record destruction timetable should be established based on legal requirements.
- . The Building Inspection and the Planning files should be cross-referenced by street address location and/or parcel number.
- . The information base under development by the Land Use Survey team should be considered for integration with the record management cross referencing locator.

RECOMMENDATION 8. CLARIFY THE STATUS OF THE PART TIME FILE CLERK

The records management analyst is studying the total filing and reference materials maintenance system. Significant methods improvements are scheduled for early implementation. This work will make heavy demands on clerical personnel. For this reason the file clerk should be budgeted as a full time position.

In addition, there have been instances where project files have been misplaced and they need to be tracked. The file clerk has been assigned this responsibility. This situation could be abated using tighter controls, which could be enforced by a full time clerk.

RECOMMENDATION 9. TAKE POSITIVE ACTION TO STRENGTHEN THE CLERICAL SUPPORT STAFF

The department clerical staff has been the subject of previous studies, both by the City staff and by external agencies. The five permanent positions are distributed as follows:

<u>Position</u>	<u>Salary Range</u>
1 Secretary (Planning)	53(m)
1 Secretary (Building Inspection)	53(m)
1 Planning Secretary	56(m)
1 Senior Clerk Typist	51(m)
1 Intermediate Clerk Typist	46(m)
5	

In addition, one part time Clerk Typist works thirty hours per week, and two OWE clerks are employed by Building Inspection to do clerical and other duties for a combined total of approximately thirty hours per week.

The present administration of the clerical personnel is centrally supervised by a Senior Building Inspector.

Pooling the clerical group has not developed a cooperative team spirit and the existing conflict inhibits the work flow and communications among the clerical staff.

The proper administration of the Community Development Department is dependent upon the support functions provided by the clerical group. For this reason, this group must function at maximum capacity.

In order to constructively increase the efficiency and effectiveness of the clerical employees, serious considerations should be made to remedy the apparent disharmony.

The recommendations for change are listed below:

- Establish the precise work load of the clerical staff. The means for providing this information would be the application of industrial engineering techniques. At the completion of this study, the exact staffing requirements could be

determined. WPPMS budgeted consultant funds should be allocated to support this effort.

- Encourage the transferring of the present staff to other departments in the City. The lateral transfer of former clerical members of the department has transformed "marginal" employees to "model" employees. Changing the work environment may have positive effects by bringing in new blood.
- Decentralize the clerical positions so each is identified with a division or section. The reporting relationship would be to an individual within the management group of that unit.

This change would add definition to the area of responsibility, and delegate duties that correspond to functional areas, rather than permitting a fragmented approach to processes.

The reasoning behind the decentralization is to clarify the objectives of each of the clerical personnel. Decentralization should eliminate overlapping duties and localize authority for the clerical staff.

RECOMMENDATION 10. EXPEDITE THE DISPOSITION AND ROUTING OF PUBLIC COUNTER AND TELEPHONE REQUESTS

A clerk should be solely appointed as a receptionist to receive all public inquiries. This position should be placed in a central location at the public counter and all referrals should be logged and dispatched from this location. Because it is important to respond quickly, the receptionist would have back-up clerical personnel in close proximity.

Counter personnel (both Building Inspection and Current Planning representatives) should be positioned for expeditious and direct handling of public requests for service. Locating staff for quick dispatch would limit the number of referrals made by the receptionist.

RECOMMENDATION 11. REDESIGN THE INTERNAL STRUCTURE OF THE BUILDING TO LIMIT PUBLIC INTRUSION IN ORDER TO PROVIDE A GREATER AREA OF PROFESSIONAL WORKING SPACE

Notwithstanding the recent recommendations on space planning, partitions should be built around the front counter as soon as possible. The present situation of easy visual and locational access creates an environment whereby the general office operations are exposed to excessive public exposure.

Consideration should be given to moving the public counter to the end of the floor and separating the working and public areas to limit public surveillance and provide ready access to the entrance, stairs, and elevator.

RECOMMENDATION 12. PROVIDE SEPARATE WORK AREAS FOR PROJECT PLANNERS

The present office space allocation places groups of people together and one person's discussion infringes upon the thought processes of others.

This disruptive pattern decreases the productivity of the staff. The situation in the Agenda Preparation and the Development Organization offices is often one of high activity which makes serious thought difficult.

The acquisition of office landscaping should be evaluated as a means to buffer noise and to provide private working spaces. The smaller third floor bays (one window) maximum should be divided into two person offices. The larger third floor bays should be divided into three and four person offices with adequate partitions.

RECOMMENDATION 13. ENFORCE THE APPOINTMENT SCHEDULING OF CONFERENCE ROOM A

Often individuals pay little attention to the appointment schedule kept by the secretary. This situation could be corrected by following the reservation procedure for occupying the room.

RECOMMENDATION 14. REVITALIZE THE DEPARTMENT LIBRARY

The planning library has been neglected. Planning as a research oriented profession that depends on accurate information retrieval. The present disarray of resource materials promotes no useful purpose. This encourages the development of overstocked bookshelves which serve individuals rather than the staff.

Steps have been taken by Management Analysis to open discussions with the Fremont Main Library and the Business and Government Library in Hayward for an analysis of the library and a possible movement of the planning library to the new Fremont Main Library in 1979.

RECOMMENDATION 15. PROVIDE PUBLIC PHOTOCOPYING EQUIPMENT

The use of a public paid photo copy unit for the counter area should be evaluated. It would be more convenient and eliminate the delay in sending materials downstairs for copying and then billing the client. A self service copier should pay for itself.

B. CURRENT AND LONG RANGE PLANNING

RECOMMENDATION 16. REVISE THE SYSTEM FOR RESPONDING TO PUBLIC COUNTER INQUIRIES

An analysis of the work distribution of Current Planners locates blocks of time devoted to counter inquiries. These time blocks do not occur on a regular basis, but occur in varying frequency. This situation disrupts the work day, making it difficult to schedule and control work output.

During past periods of heavy work load and development activity the public counter was open for business on a half day basis, and public applicants were encouraged to schedule appointments for planning consultations.

Although increased development activity does not appear likely, it would be beneficial to operate the public planning counter on an appointment basis. (This would provide the current planners with uninterrupted time to devote

to applications. Deliberate thought should improve the quality and expediting of plan review.)

The staff person assigned to the counter would answer all questions requiring no additional consultations. If he could not answer a question, he would inform the applicant that he would find the answer and call him back within 24 hours. If an applicant needed to sit down with a project planner, the counter person would refer him to the receptionist to schedule an appointment with a project planner.

The policy of encouraging consultation appointments would increase staff's control of the work day and facilitate schedule planning. Haphazard and disruptive departures from the work program could be avoided and more effective and efficient use of time would result.

RECOMMENDATION 17. ENCOURAGE PRE-APPLICATION CONFERENCES

There are some indications that private developers have been confused by the City's requirements. Before proposals are formally submitted, an exploratory consultation with relevant City staff should continue to be encouraged. The purpose of these meetings has been to explore the proposal and to provide clear staff explanations of the City's specifications. These consultations streamline formal application processing because the developer becomes aware of the City's review functions at the earliest possible time.

A Zoning Text Amendment has been proposed and written, which will formalize this procedure.

The department staff has taken the initiative on this counseling and the benefits of clear communications have improved relations with the development community.

RECOMMENDATION 18. ESTABLISH PERFORMANCE STANDARDS FOR SERVICE DELIVERY AT THE PUBLIC COUNTER

Department staff demonstrate a high regard for answering public inquiries. The acknowledged policy maximizes City's responsiveness and minimizes the time to respond. However, service levels and the resource allocation to answering inquiries has not been periodically analyzed to evaluate performance.

The frequency of occasions for public information should be accounted, and the amount of professional time consumed in consultations should be compiled to develop standards of service level. These would be efficiency targets for achievement.

Inquiries should also be categorized to determine what the special requirements for planning expertise are regularly mandated at the counter. The information would furnish the base level for professional staffing determinations.

RECOMMENDATION 19. THE CHIEF BUILDING OFFICIAL SHOULD ASSUME RESPONSIBILITY FOR DEVELOPMENT ORGANIZATION SUPERVISION

The Development Organization is authorized by City ordinance. It was specifically created to review site and architectural plans. The product of the application process would be a building permit. The tasks of the D.O. are functionally related to the plan review performed by the Building Inspection Division.

There needs to be a single focus of project authority for the D.O. that is now missing. The D.O. supervisor's project authority should cross departmental lines, and all individuals assigned to the D.O. should know that the D.O. supervisor has line authority over their D.O. work.

The established priorities for D.O. projects should be enforced by the Chief Building Official. At the present time, the Chief Building Official Position is vacant. This slot should be filled so the leadership and management responsibilities of Building Inspection and Plan Review are renewed.

This recommendation for transferring the D.O. responsibility from Current Planning to the Plan Review unit should be held in abeyance until the CBO is appointed.

RECOMMENDATION 20. THE DEVELOPMENT ORGANIZATION COORDINATOR SHOULD BE RETAINED

The D.O. coordinator has the responsibility of coordinating all the assignments and paper flow. This role should be maintained and he should report directly to the D.O. supervisor.

RECOMMENDATION 21. THE BUILDING INSPECTOR ASSIGNED TO THE D.O. SHOULD BE A QUALIFIED STRUCTURAL PLAN CHECKER.

One major D.O. process is plan checking which is usually performed in the plan check unit. A time saving step would be to have the D.O. building inspector possess plan checking qualification.

RECOMMENDATION 22. THE D.O. BULLPEN SHOULD BE DIVIDED INTO TWO OFFICES

Given the fact of a strong D.O. supervisor and a D.O. coordinator reporting directly to him, it is not necessary to have the physical location of D.O. assignees in one area. At present the D.O. bullpen is so crowded and noisy that it is difficult for anyone to concentrate.

RECOMMENDATION 23. THE ASSISTANT PLANNER RESPONSIBLE FOR URBAN DESIGN REVIEW SHOULD BE TRANSFERRED TO THE CURRENT PLANNING DIVISION

The urban designer spends a majority of time reviewing current planning projects, therefore, his reporting relationship should be directed to the Current Planning Division. In order to maintain a level of involvement with the urban design unit, the Assistant Planner should maintain a locational base in the Long Range Planning work area.

RECOMMENDATION 24. INCREASE THE OVERALL COMPREHENSION OF THE STREET IMPROVEMENT ORDINANCE

The Engineering Division of the Public Services Agency is the primary administrator of the Street Improvement Ordinance. However, the nature of the requirements have a direct impact on land use considerations determined by the planning divisions, especially in Current Planning. To improve the accuracy of public information, current planners should obtain a greater understanding of the ramifications of the ordinance.

Street improvements are usually costly and the applicant should be made aware of these requirements at the earliest possible time.

The coordination between the planners and engineers should include the exchange of information. The Engineering Division should provide training in the application and administration of relevant City ordinances to the planning division.

RECOMMENDATION 25. FILL THE VACANCY IN THE CURRENT PLANNING DIVISION

The demands of the Current Planning Division are intensified by the position vacancy. Rushing project review to accommodate the work load detracts from the thoroughness and quality of the processing.

The present budgeted position vacancy is for an Associate Planner. A better replacement would be at the Junior Planner level, so the staffing mix can be diversified.

The primary duties of the position will be to provide assistance at the public counter. Lead time is required to train new personnel, so to minimize this loss of service capability the position should be filled as soon as possible.

C. PROJECT CONTROL, OUTPUT AREAS, AND URBAN DESIGN

Background

Work Planning and Performance Monitoring is predicated on the principle that work, even "knowledge" work that is process oriented, can be measured, for the purpose of developing performance standards. The rebuttal to this concept is that the uniqueness and variables involved in qualitative thought processes are difficult to measure; however, even if that is the case, two measures can be evaluated with consistency, time and output.

Outputs: At present, the Community Development Department produces a number of quantifiable outputs. The most important outputs are given in Appendix 6. This list demonstrates the areas where time is being expended with respect to staff. These outputs are initiated in a number of ways: private individuals coming and making an application or request, Planning Commission or City Council initiated, or staff initiated. In terms of determining the volume, in respect to the first two, it is somewhat unpredictable. However, time of year and economic conditions play a role. (For example, spring and summer will always show a rise in development oriented applications; as the capital markets for home construction contract, application for large developments appear to decline). Staff initiated outputs, for example, staff initiated ZTA's, GPA's, etc., can be regulated.

Time: In any case, with the above outputs in mind, the critical thing on anything but a staff initiated request is time. Time is the most precious resource, as once its been expended, it can never be regained. One criterion for success is how fast an application can be moved through the system from initial entry to final approval.

Findings

In respect to measuring outputs and time, the Community Development Department has made significant headway in certain aspects of such measurement:

1. A report giving the gross number of submittals is developed each month for the Community Development Planning Division Activity Report.
2. Monthly reports showing priority and the status of assignments is developed.
3. A process has been developed whereby individuals in the planning process account for their time by project. An EDP run is processed bi-weekly giving current hours, current dollars, period to date hours, and dollars per output per project per individual. It also gives a summary for the output areas.
4. In Long Range Planning, a yearly project control diagram exist. This project control diagram shows:
 - a. The project authority (Council, Planning Commission, State law, Community Development Department).
 - b. The program title.
 - c. Man months allocated to the project.
 - d. Target date for completion.
 - e. Modifications to the above.
5. In Current Planning, a project control card system has been established. At present, it is oriented to agenda items, but all Current Planning projects are being placed in the system with work hour assignments.
6. Fact sheets and ancillary informational material have been developed for potential applicants and citizen requests.

It is evident the Department has made an effort in respect to looking at their outputs and evaluating certain aspects of manpower utilization. However, a number of opportunities for improvement are available as follows:

RECOMMENDATION 26. EXPAND AND APPLY THE PROJECT CONTROL SYSTEM TO EVERY ASSIGNMENT

At present, the Current Planning section's control is set up as follows:

Title	Date Assigned	_____
Project No.	Date Due	_____
Remarks:	Hours Assigned	_____
(if applicable) Planning Commission Date		
Project No.	Due Date	Assignee

This is placed in a cardex file which can easily be referred to every day by the senior planner. This system should be expanded to include all assignments.

In Long Range Planning, the cardex system could be instituted for tracking projects on a weekly basis. However, due to the extended time horizon of a majority of projects, continuing the work program flow chart in Long Range Planning would be sufficient at this point.

The critical elements to consider in the flow chart are the flexibility of the time frames, manpower resources, and the need to regularly update the chart to reflect change. A flow diagram showing all work program items for Long Range Planning for the coming fiscal year should be developed annually at budget time to be used in managerial planning.

RECOMMENDATION 27. ESTABLISH A PROCEDURE WHEREBY EACH APPLICATION CAN BE TRACKED FROM THE DAY IT IS RECEIVED AS A PRELIMINARY INQUIRY TO THE DAY IT IS APPROVED.

A procedure and form should be established for tracking an application from the day of initial inquiry until the day of final approval. This form would be prepared, in most cases, once an application was logged in the Departmental Log Book. The "tracker" form would indicate all steps in the flow of an application. It would be printed directly on the project folder. Monitoring projects in this way would provide a better assessment of the City's performance in the application process, and it would provide data to develop performance standards for service, particularly in respect to input and output time.

RECOMMENDATION 28. ESTABLISH APPLICATION CHECK LISTS; ESTABLISH APPLICATION "PACKAGES" AND DEPARTMENTAL OPERATING INSTRUCTIONS FOR EVERY APPLICATION OUTPUT.

As the organization grows larger, it is necessary, wherever possible, to standardize routine processes. Also, as the City becomes less "folksy", it is necessary to

avoid incorrect or incomplete information going to persons seeking approval of an application or consideration of a plan for development.

Because of this, it is necessary to begin to develop written procedures and application packages for every application oriented output. As a first step, it is recommended that the City employee responding review a standard set of three forms:

1. The required documents checklist matrix showing all required documents for each particular output (e.g. Agricultural Preserve, Grading Permits, PUD's, etc.);
2. The Development Fee checklist showing the fees which would be required immediately, that may be required, or would not be required for a particular output; and
3. The Physical Development Requirement Checklists showing which physical development are not needed, may be needed, or needed positively for a particular output.

A sample Departmental Operating Instructions and the three checklist for this procedure are shown in Appendix 7.

In addition, every output are should have:

1. A Departmental Operating Instructions showing the exact steps in processing;
2. A flow chart;
3. A fact sheet written in "laymen's" terms for the general public and applicant; and
4. A prepared application package containing all pertinent forms and material for that output.
5. A demonstration example of a completed package.

Due to the necessity of making the application process more systematic, it will be necessary to develop a DOI and flow chart for each output. Preparing a package beforehand for each output will save time in terms of gathering all the necessary material for a particular output area.

The Community Development WPPMS Analyst should do the major portion of implementation on this recommendation.

RECOMMENDATION 29. MODIFY THE PRESENT EDP COMPUTER RUN

At present, the EDP computer run gives current hours, current dollars, period to date hours and period to date dollars per output, per project, per individual. Certain modifications are needed, such as:

1. The input medium is not always filled-in correctly. Consequently, if personal time is not accounted for properly, it is difficult to develop a time hour accounting system.
2. Counter time should be collected separately from Telephone time.
3. The Departmental Management should charge their time by project on a consistent basis.
4. An area for "date in," "date approved," and "total chronological time" in days should be added. This would be the responsibility of the project planner. Also, all completed outputs should be flagged. (A WPPMS analyst is now consulting with the Bank of America EDP people on this).

Even if 4 above is not possible due to cost, if the time is accounted for accurately, and 1, 2, and 3 are implemented, this document used in conjunction with the "Application Tracker" can be used to develop a number of pertinent measures:

1. An average and median manhour time per output per employee.
2. An average and median chronological time for applications to flow through the system.

Based on this, manhour accounting budgeting can be accomplished and a fairly sophisticated Management Information system can be developed.

RECOMMENDATION 30. CLARIFY THE NATURE AND INTENT OF URBAN DESIGN ASSISTANCE AND ADVANCE PLAN AREAS. (Policy Issue)

Urban Design assistance has existed in the Long Range Planning Division since 1973. This unit provides talent not usually found in a public planning agency. It assists in upgrading the quality of development occurring in Fremont, which is very much in keeping with the City's reputation for high standards.

The major work elements of this unit are Target Planning, qualitative design review, and the architectural planning of public facilities.

At present, there are three individuals on temporary funds, two Associate Planners and an Assistant Planner. One other Assistant Planner completes the unit, however, this position is a permanent classification.

The three temporary positions were authorized by Council during the 1972/73 fiscal year for 18 months. They were filled in March and April of 1973. The 18 month period has expired, but the 1974/75 budget provided funding to fill these positions for the entire year. The annual personnel cost for these three individuals excluding fringes is \$54,483.

One Associate and one Assistant Planner engage in target planning while the other Associate Planner engages in Architectural Review of the City Government Building and other design related projects.

Organizationally, the Planner performing architectural review is located in the Long Range Planning Division, although, the analysis of the Urban Design section has shown the reporting relationship is not to the Senior Planner in Long Range Planning.

This report does not evaluate the merits of Urban Design. However, it does make recommendations concerning what can be done in respect to how the other design process can be clarified, and strengthen if the policy decision is made to clarify the commitment.

Advance Plan Areas are plans for specific areas of the community which incorporate the economic, social and physical implications of development, and provide guidance to the public and the City with the goal of achieving the highest quality of development of the community.

Although the City has developed Target Plan I (Mission Hills West) and Phase I and II of Target Plan II (North Plain), certain ambiguities still exist in respect to whether or not Advance Plan Areas will remain an integral part of the planning process. If it is to remain, clear policy guidelines need to be established, and the Community Development Department should be given the opportunity to develop program descriptions and priorities for the study areas.

Certain ambiguities and uncertainties also exist in respect to the concept of urban design review. At present, a permanent employee is engaged in reviewing Current development proposals from the aspect of urban design. However, goals, objectives, and definitions of urban design need to be clearly stated in a legislative document if the process is going to become a clearly delineated function of the current planning effort, similar to present standards for multiple residential.

In addition, an urban design policy manual should be developed in order for individuals and the development community to better understand what is urban design and how it can be accomplished. Much of urban design is aesthetics and somewhat qualitative; however, this does not preclude the ability to begin to develop guidelines.

A complimentary means for accomplishing these policy directions would be the development of general plan element addressing advance plan areas, and urban and community design.

RECOMMENDATION 31. RETAIN THE TWO POSITIONS FOR ADVANCE PLAN AREAS IF A POLICY DECISION IS MADE TO CONTINUE THE CONCEPT.

If a policy decision is made to do target planning on a continuous basis, then the Associate Planner and Assistant Planner should be retained as in-house employees because:

- . In house staff can do target planning at a lower cost than sending the projects to consultants. Target Plan I was accomplished on a budget of approximately \$25,000. The cost of having a consultant do it, has been estimated in excess of twice that amount.
- . A greater degree of control can be exercised over in-house staff.
- . In-house staff can be assigned other projects other than just the target plan.

In terms of how these individuals can be retained, there are two alternatives:

- . They can become "regular" full time employees.
- . They can be retained as temporary positions on a year to year basis.

If a clear policy directive is made concerning target planning, then these two employees should be retained as regular employees as they would be carrying an extended work program authorized by the City Council.

If there is some ambiguity as to long terms the policy direction concerning target planning, but there is still an indication that it should be continued in the short term, then these two positions should be retained as temporary positions.

However, retaining them on a temporary basis would require an annual arrangement for justifying the work program in the budget.

If target planning is not continued, these two positions should be terminated as of June 30, 1975.

RECOMMENDATION 32. STRENGTHEN THE CAPITAL IMPROVEMENT PLANNING PROCESS BY DEVELOPING A CAPITAL IMPROVEMENT PROJECT MANAGEMENT SYSTEM WHICH WOULD INCORPORATE ARCHITECTURAL INPUT AS A PART OF THE PROJECT TEAM

At present, there is some lack of coordination on capital improvement projects outside of streets.

For example, the Public Services Manager often acts as project manager on particular projects because no one else is available to do it. There are cases where there is no one project manager delegated authority to carry out the design and implementation of a project -- a case in point being the remodeling of the City Government Building. In addition, there have been instances where available architectural design resources have not been used where they would be applicable.

As a part of their budget work and development of the Budget Manual, Management Analysis was instructed to develop comprehensive Capital Improvement Planning procedures for the Capital Budget. A draft of this has been completed and submitted to the Finance Director. The implementation of a Capital Budget depends however on clear project authority being delegated to project managers. Consequently, as a part of Capital Improvement Program planning, Management Analysis is preparing a draft Capital Improvement Project Management Procedure. What is important for this report is the role of the Associate Planner/Architect now involved in City Government Building remodeling, Civic Center Design and other long range projects.

The following are applicable to this position:

- (1) This position should report to the Senior Planner, Long Range.
- (2) The majority of this person's time should be spent in architectural assistance to the project manager(s) for Capital Improvements.

- (3) When determined jointly by the Public Services Manager and the Community Development Director, this position could act as a project manager for particular Capital Improvements Projects.
- (4) The remainder of this person's time should be allocated to other long range planning projects as determined by the Senior Planner, Long Range.

A. General Management and Administration

1. Review budget and integrate the present goals and objectives for the department.	A	5/30/75
2. Clarify the responsibilities of the Senior Planner.	B	5/30/75
3. Improve inter-departmental communication.	A	5/30/75
4. Expand the use of written procedures.	A	5/30/75
5. Further streamline the existing file.	B	5/30/75
6. Support staff participation in public meetings.	A	5/30/75
7. Take positive action to improve the department's internal management system.	A	5/30/75
8. Clarify the status of the part time file clerk.	B	5/30/75
9. Take positive action to encourage the clerical workers staff.	A	5/30/75
10. Monitor the department and meeting of public interest and community requests.	A	5/30/75
11. Refine the layout of the department to reflect the status of the department in order to provide a greater level of professional working space.	B	5/30/75
12. Develop a system for the use of the department's resources.	B	5/30/75
13. Improve the department's scheduling of public meetings.	A	5/30/75
14. Revitalize the department's library.	C	5/30/75
15. Provide public photocopying facilities.	C	5/30/75

III
SUMMARY OF RECOMMENDATIONS, PRIORITIES, AND IMPLEMENTATION SCHEDULE

	Priority	Implementation Date
A. General Management and Administration		
1. Further develop and integrate the present goals and objectives for the department.	A	6/30/75
2. Clarify the responsibilities of the Chief Planner.	B	2/28/75
3. Improve intra-departmental communications.	A	6/30/75
4. Expand the use of written procedures.	A	6/30/75
5. Further diversify the staffing mix.	B	6/30/75
6. Support staff participation at public meetings.	B	6/30/75
7. Take positive action to upgrade the department records management system.	A	4/30/75
8. Clarify the status of the part time file clerk.	B	2/28/75
9. Take positive action to strengthen the clerical support staff.	A	6/30/75
10. Expedite the disposition and routing of public counter and telephone requests.	A	3/30/75
11. Redesign the internal structure of the building to limit public intrusion in order to provide a greater area of professional working space.	B	6/30/75
12. Provide separate work areas for project planners.	B	6/30/75
13. Enforce the appointment scheduling of Conference Room A	C	3/30/75
14. Revitalize the department library	C	deferred
15. Provide public photocopying equipment	C	6/30/75

	Priority	Implementation Date
B. Current and Long Range Planning		
16. Revise the system for responding to public counter inquiries.	A	3/30/75
17. Encourage pre-application conferences.	A	in process
18. Establish performance standards for service delivery at the public counter.	B	5/30/75
19. The Chief Building Official should assume responsibility for D.O. supervision.	A	deferred
20. The D.O. coordinator should be retained.		
21. The Building Inspector assigned to the D.O. should be a qualified structural plan checker.		
22. The D.O. bullpen should be divided into two offices.		
23. The Assistant Planner responsible for urban design review should be transferred to the Current Planning Division.	B	2/28/75
24. Increase the overall comprehension of the Street Improvement Ordinance	A	2/28/75
25. Fill the vacancy in the Current Planning Division.	A	1/31/75
C. Project Control, Output Areas, and Urban Design		
26. Expand and apply the project control system to every assignment.	A	6/30/75
27. Establish a procedure whereby each application can be tracked from the day it is received as a preliminary inquiry to the day it is approved.	A	6/30/75
28. Establish application check lists, develop application packages, and Departmental Operating Instructions for every application output.	A	6/30/75
29. Modify the present EDP computer run.	A	6/30/75

	Priority	Implementation Date
30. Clarify the nature and intent of Urban Design Assistance and Advance Plan Areas (Policy Issue)	B	6/30/75
31. Retain the two positions for Advance Plan Areas if a policy decision is made to continue the concept.	B	6/30/75
32. Strengthen the Capital Improvement Planning program by developing a Capital Improvement Project Management System which would incorporate architectural input as a part of the project team.	B	6/30/75

ORIENTATION HANDOUT

Topic	Page
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An Introduction to the Goals of the Work Planning and Performance Monitoring System Analysts.

Listing the objectives of the WPPMS program should clarify some of our intentions. Stated simply the goal is to develop effective management operations in City departments. This will be accomplished by:

1. Developing strong working relationships with all members of the pilot departments to establish a sound basis for communicating the expertise located in the department for use in assessing and improving internal operations.
2. Implementing a goals and objective setting process in the pilot departments. This process will be directly related to the allocation of resources (people and equipment) and the identification of useful work measures.

Both the budget process and service outputs will be studied through work and staffing analysis.

3. Analyzing the work processes in the pilot areas to obtain a familiarity with the tasks performed and the end results. This information will be useful in determining allocations to specific programs and the priority of the program. We are looking for answers to the questions: Where does the time go? What does it cost to provide this service? What is the return, if any? Can this be simplified? How can we effectively increase productivity?

These three goals sum up our three year plan. It is a program for management analysis. The on-going working relationship at the completion of the first fiscal year has not been formally arranged between Management Analysis and the Community Development Department, but the present understanding is a permanent commitment for administrative assistance.

Work Plan to Develop a Department Profile

Community Development was one of the agencies selected to inaugurate the program. The reasons for this choice are because Community Development provides an administrative combination of staff and line functions, the department is medium size and composed of professionals and the high receptivity of senior staff to implementing the program.

Preliminary work has occurred; and senior division staff members attended the consultant training on the analytical tools for work simplification and methods improvement.

To begin this study of the department, we will be taking a quick look; if you will, a snap shot of the operations. This will provide the background necessary to implement the WFPMS program. With your cooperation, we will be able to determine the strengths and weaknesses of the department. The months of November and December will be devoted to a departmental appraisal and the development of a plan for implementation of the identified opportunities for improvement. Department staff has already submitted a list of administrative concerns and these will be analyzed as will the concerns added during the course of the department assessment.

The techniques to be employed in the assessment will be candid individual and group interviews, work samples using a Daily Activity Log, observations in the field and in the office, questionnaires, work distribution charts, and process charts.

Your assistance is critical in collecting valid data. We will be asking numerous questions, primarily because we are not "experts" in the work processes, the procedures, and the policies in effect in the department. Our future success depends upon your input and involvement.

The Elements of a Work Plan to Gain an Understanding of the Departmental Operations.

1. Become familiar with the current functions of the Community Development Department.
 - a. Learn the organizational/divisional responsibilities of each member of the staff.
 - b. Learn how time (the 8-hour day) is spent by each member of the staff.
 - c. Learn how staff administers the codes, ordinances, and policy guidelines.
2. Become familiar with the administration of Community Development.
 - a. Learn how work assignments are distributed and controlled.
 - b. Learn who does what in the paper flow.
 - c. Learn how the file and record retention system works.

3. Become familiar with the means for measuring output from the department.
 - a. Learn project processes.
 - b. Learn staffing requirements and organizational chart.
 - c. Determine the utility of planning reports.
4. Prepare progress report on departmental strengths and recommendations for improvement opportunities.
 - a. Collate and format data into report exhibits.
 - b. Analyze information and develop draft document.
 - c. Review preliminary draft with department staff and discuss implementation steps for the recommendations.
 - d. Complete report and schedule department implementation plan for the period January to June (and beyond).

Data Collection Tools

These are questions to consider in preparation for the departmental interviews with management staff.

1. What section/division/department functions are you responsible for?
2. Who is your supervisor? Who do you supervise?
3. How well do you think your program activity is performed?
4. How do you measure your work load? Your productivity? Your effectiveness?
5. What are the three major strengths of your section/division/department? Be specific as possible.
6. What working conditions, procedures, and methods could be improved in your section/division/department? How?

During the data collection phase, we will be asking you to complete the Daily Activity Log (DAL) to determine how time is utilized. Please detail the activities of your work day and accurately state the time. In special instances, like Building Inspection, the present daily report forms will be used to compliment the DAL.

November 15, 1974

memorandum

COMMUNITY DEVELOPMENT DEPARTMENT
PERSONNEL

DAILY ACTIVITY LOG

Please begin completing the Daily Activity Log on Monday, November 18, 1974. The sample period will end on December 6, 1974 (really only 13 work days).

The example of a completed form was included in the Orientation Handout, this should serve as a guide. If there are any questions, refer them to Rack or Art.

Additional forms can be obtained from Joy del Valle, Secretary.

Please return completed forms at the end of each day to Rack.

Accurate completion of the Daily Activity Log is essential in performing a methods improvement project.

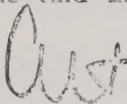
It is not the intent of the Log or this study to be a tool of "big brotherism" and check up on you. Rather, it will enable us to know what a job consists of, the relative amounts of time being spent on the various steps or details of the job in order to determine whether this is where we want to spend our time.

Each employee fills out one or more sheets each day, starting with the first thing done at the start of work. Each work activity for the day is described in the left-hand column. If applicable, the location of the activity is then entered. If the work activity involves an item that can be counted, the item is described in the "Unit of Work" column, and the count of completed items is entered in the "Quantity" column. The time that the activity is completed or interrupted is entered in "Time Finished" column. The start time for each activity is the same as the finish time for the preceding activity.

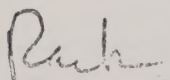
Be as detailed as possible. Of course, all situations will not fit conveniently into the form, (how do we count thoughts or measure a smile?), use your own judgment, and include all activities. Account for delays and the causes too.

Your cooperation on this project to chart work distribution is appreciated.

Again, the intent is not to determine whether you are a competent employee or hard worker, but rather where and how the Community Development Department spends its time and if more productive utilization of that time is possible.

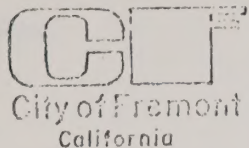


ARTHUR L. LORENZINI, JR.
Administrative Assistant



RACK FUKUHARA
Administrative Assistant

RF/sc



DAILY
ACTIVITY
LOG

NAME

J. Doe

POSITION OR JOB CLASSIFICATION

Admin. Asst.

DATE

10/5/74

START TIME

8:00 AM

STOP TIME

5:00 PM

PAGE

1

OF

1

ACTIVITY

LOCATION

UNIT OF WORK

QUANTITY

TIME
FINISHED

Instructions

Office

8:10

Read

Agendas

3

8:30

Write

Report

1 page

9:00

Travel

Census office

5 miles

9:30

Coffee

9:45

Classes

Instructions

3 sessions

12:00

Lunch

1:00

Travel

Corp Yard

Fuel the car 3 miles

1:15

Travel

City Govt Bldg

2 miles

1:30

Draft memo on census trng.

memo

1

1:50

Dictate memo

1

2:00

Interview with student

2:30

Revise work plan

Correction

3:00

Coffee

3:15

Rewrite work plan

4:20

Discuss proposed plan

4:50

Prepare schedule for tomorrow

5:00

Incoming calls

THH THH

8

Outgoing calls

THH

5

GOAL STRUCTURE

PROGRAM GOALS:

- ASSIST IN DIRECTING THE ORDERLY GROWTH OF THE CITY
- ASSIST IN CREATING FOR PHOENIX THE BEST LIVING ENVIRONMENT POSSIBLE BY CAREFULLY DEFINING IMMEDIATE, INTERMEDIATE AND LONG-RANGE DEVELOPMENT OPTIONS THROUGH EFFECTIVE PHYSICAL, SOCIAL AND ECONOMIC PLANNING
- PROTECT THE PUBLIC INTEREST AND PRESERVE EXISTING PROPERTY VALUES
- PROVIDE THE CITY WITH A COMPREHENSIVE PLAN TO SERVE AS A GUIDE FOR ALL PHYSICAL DEVELOPMENT
- PROVIDE FOR PUBLIC INVOLVEMENT IN DEVELOPMENT AND IMPLEMENTATION OF ALL CITY PLANS AND PLANNING PROCESSES

PROGRAM:

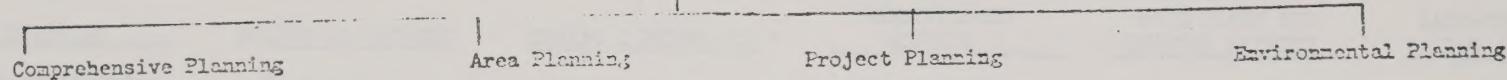
PLS:

PLAN DEVELOPMENT	LAND USE IMPLEMENTATION	ADMINISTRATIVE AND TECHNICAL SUPPORT SERVICES
Develop and coordinate long and intermediate range plans which provide the foundation for orderly City growth	Maximize the achievement of the land use objectives of the comprehensive plan	Provide leadership and general support for planning program activities
• Maintain current Comprehensive Plan - Land use transportation and facility plans • Develop detailed Area Plans for all designated planning areas in the City • Monitor the development, implementation, and coordination of the Comprehensive Plan and all Area Plans • Coordinate all project planning with the implementation of the Comprehensive and Area Plans • Promote and preserve positive environmental impact of all development plans	• Minimize the time required for processing all development applications • Provide for a complete and technically correct zoning ordinance to assist in implementing the Comprehensive Plan, the Central Phoenix Plan, and the Area Plans • Provide thorough, impartial staff recommendations concerning all land-use and development applications • Provide equitable fee schedules which recover City processing costs for all development applications • Provide timely staff recommendations to insure rezoning applications are consistent with the Comprehensive Plan and zoning ordinance • Assist in providing a visually pleasing and functional workable environment through view of required site plans • Provide timely staff recommendations to insure zoning adjustment decisions are consistent with the intent of the zoning ordinance and that serve the public interest • Minimize the number of zoning violations • Insure subdivision developments are consistent with all City development plans and ordinances	• Develop and coordinate programs and activities that contribute to the orderly growth of the City • Provide economical, accurate and timely transcripts of the City Council, Planning Commission, Boards of Adjustment, and Board of Appeals for signs • Provide the graphic services required for plan development activities and for development application processing support materials • Provide the general office services required in support of the Planning Program • Serve as the information and research source for all planning activities

PROGRAM:
SUB-PROGRAM:

PLANNING DEPARTMENT
PLAN DEVELOPMENT

ACTIVITIES:



WORK
ELEMENTS:

- | | | | |
|---|---|--|--|
| <ul style="list-style-type: none"> • Comprehensive plan monitoring and interpretation • Facility plans development and implementation • Capital Improvement Program plan review • Liaison with Maricopa Association of Governments planning staff | <ul style="list-style-type: none"> • Staff assistance to area planning committee • Area plan development <ul style="list-style-type: none"> • Deer Valley • South Phoenix • Paradise Valley | <ul style="list-style-type: none"> • Special plans development, coordination and revision <ul style="list-style-type: none"> • Central Phoenix Plan • Governmental Mall Plan • Neighborhood Development Plan(s) • Miscellaneous short-term projects • Review site plans and subdivision plats | <ul style="list-style-type: none"> • Provide environmental review for land-use development • Staff assistance to the Environmental Quality Commission and City Departments |
|---|---|--|--|

OBJECTIVE:
SERVICE LEVEL:
PERCENT OF
OBJECTIVE:

- | | | | |
|--|---|---|---|
| <ul style="list-style-type: none"> • Review annual Capital Improvement Plan <ul style="list-style-type: none"> • Annual review (100%) • Coordinate all City plans with proposed Metropolitan Phoenix (MAG) alternative plans <ul style="list-style-type: none"> • MAG alternative plans authorized and will be developed • Update the Comprehensive Plan every five years <ul style="list-style-type: none"> • Continual updating of plan elements • Update Facility Plans every five years <ul style="list-style-type: none"> • Continual updating provided | <ul style="list-style-type: none"> • Develop area plans for all 14 designated planning areas within 10 years <ul style="list-style-type: none"> • Estimate present rate will take 12-15 years (70%) • Complete Sunnyslope, Maryvale, Moon Valley, East Phoenix and Inner-City area plans by 1978 <ul style="list-style-type: none"> • Present estimated completion date is 1980 (70%) • Review all Area Plan area development requests <ul style="list-style-type: none"> • Presently done for Deer Valley area (100%) | <ul style="list-style-type: none"> • Develop an implementation program for the Central Phoenix Plan <ul style="list-style-type: none"> • No progress (0%) • Develop a Governmental Mall zone or overlay district to facilitate the implementation of the Governmental Mall Plan <ul style="list-style-type: none"> • No progress (0%) • Develop a Neighborhood Development project plan for Booker T. Washington area <ul style="list-style-type: none"> • Plan is complete (100%) • Review all Booker T. Washington NDP area development requests <ul style="list-style-type: none"> • Plan recently adopted (Not applicable) • Review all Central Corridor development requests (100%) | <ul style="list-style-type: none"> • Review proposed City development plans for ecological impact <ul style="list-style-type: none"> • No present formal review (Not applicable) • Review major development applications for environmental impacts <ul style="list-style-type: none"> • No present formal review (0%) |
|--|---|---|---|

PROGRAM:

PLANNING DEPARTMENT

SUB-PROGRAM:

LAND USE IMPLEMENTATION

ACTIVITIES:

REZONING

ZONING ADJUSTMENT

ZONING ENFORCEMENT *

SUBDIVISIONS
ACTIONS

SITE PLANS AND
SPECIAL PERMITS

LAND-USE LEGIS-
LATION AND STUDIES

WORK ELEMENTS:

- Pre-application counseling
- Application processing coordination for zoning changes

- Pre-application counseling
- Application processing for:
 - Variances
 - Use permits
 - Interpretations

- Investigate complaints concerning reported zoning ordinance violations
- Systematic ordinance enforcement surveys

- Pre-application counseling
- Application processing for:
 - Subdivisions
 - Lot splits
 - Street name changes
 - Sub lots
 - Abandonments

- Pre-application counseling
- Application processing for:
 - Site plans
 - Special permits

- Zoning ordinance maintenance
- Sign ordinance maintenance
- Subdivision ordinance maintenance
- Land-use studies
- Transitional zoning studies

OBJECTIVE:
SERVICE LEVEL:
PERCENT OF
OBJECTIVE:

- Provide staff review for all rezoning applications
 - All applications reviewed (100%)
- Provide pre-application counseling for all zoning requests
 - Done in all cases (100%)
- Reduce the zoning application processing time to two months
 - Presently four months average (50%)

- Reduce the number of Board of Adjustment cases to 500 each year
 - Presently 1,100 per year (45%)
- Reduce zoning adjustment case processing time to an average of three weeks per case
 - Presently seven weeks per case average (43%)

- Investigate all zoning violation complaints
 - All complaints investigated (100%)
- Respond to zoning violation complaints within three days
 - Response time is five days average (60%)
- Perform systematic inspection of the City once every two years
 - Violations investigated on complaint only (0%)

- Reduce the theoretical staff time required to process subdivision plats to 18 days
- Process all abandonment applications within 6-8 weeks
 - Application processed in 12 weeks (50%)
- Process all lot-split and sub-lot applications within 2-3 weeks
 - Applications processed within 2-3 weeks (100%)

- Review all required site plans
 - All required site plans receive staff review and recommendation (100%)
- Reduce the Planning Commission and City Council time required to review site plans
 - Planning Director now has authority to approve certain site plan amendments (20%)

- Complete the major revision to the zoning ordinance (100%)
- Provide for an in-depth review and, if necessary, update all land-use ordinances every five years
 - Revision as required (50%)
- Review all proposed legislation having impact on the Planning Program
 - All legislation reviewed (100%)

* Organizationally placed in the Building and Housing Safety Department

PROGRAM:

PLANNING DEPARTMENT

SUB-PROGRAM

ADMINISTRATIVE AND TECHNICAL SUPPORT SERVICES

ACTIVITIES:

GENERAL RESEARCH

GENERAL ADMINISTRATION

GRAPHICS

WORK ELEMENTS:

- Population studies
- Economic studies
- Housing element
- Special studies

- Overall program guidance and coordination
- Clerical and secretarial support

- Graphic materials for zoning, subdivision, site plan, Board of Adjustment, and Sign Board Appeals consideration
- Posting for zoning, Board of Adjustment and Sign Board of Appeals meetings
- Prepare all official planning maps

OBJECTIVE:

SERVICE LEVEL:
PERCENT OF
OBJECTIVE:

- Develop a continually updating information system, which provides the land use and development status of land in Phoenix
 - Manual update on annual basis (10%)
- Provide continually updated City demographic information.
 - Manual update on request (10%)

- Reduce Planning Director and Assistant Planning Director time spent on internal administrative details.
 - 30% of Assistant Director and 10% of Director time spent on internal administration (Indeterminate)
- Reduce general administrative paper flow process time
 - Delays in processing administrative material experienced frequently (Not applicable)
- Evaluate alternate means to reduce the time required for recording and transcribing the Board of Adjustments and Planning Commission meetings (Not applicable)

- Update all planning maps every two years
 - Maps updated periodically (75%)



CITY OF *Riverside*

Major Service Area

ENVIRONMENTAL SERVICES

Goal

To provide a variety of services related to the creation, development and maintenance of a meaningful, satisfying and stimulating environment for the citizens of Riverside.

PROGRAM SUMMARY

PROGRAM:

PLANNING SERVICES

SUB-PROGRAMS:

CURRENT PLANNING

ADVANCE PLANNING

ADMINISTRATIVE AND SUPPORT SERVICES

ACTIVITIES:

Zoning
Services

Land
Divisions

Compre-
hensive
Planning

Environ-
mental
Planning

Special
Projects

Program
Adminis-
tration

Public
Relations

Program
Support

WORK ELEMENTS:

Rezoning

Sub-
Division
Maps

General
Plan
Review

Environ-
mental
Assess-
ments

Annexa-
tion
Studies

Planning
and Re-
search

Board and
Commission
Relations

Graphics
Data
Systems
Develop-
ment

Planned
Residen-
tial
Develop-
ment

Parcel
Maps

General
Plan
Elements
Prepara-
tion and
Review

Environ-
mental
Impact
Reports

Land Use
and Popu-
lation
Data
Mainten-
ance

Policies
and Pro-
cedure

Community
Relations

Condi-
tional
Use
Permits

Community
Plans

Personnel
Control

Zoning
Adjust-
ments

Capital
Improve-
ment
Program

Program
Coordina-
tion

Design
Review

Clerical
Services

Zoning
Ordinance
Adminis-
tration

Records
and
Reports

Site Plan
Review

PROGRAM GOALS AND OBJECTIVES

PROGRAM:

PLANNING SERVICES

PROGRAM GOALS:

To assist in directing the orderly growth of the community.

To assist in the creation of the best living environment possible by clearly defining immediate, intermediate and long-range planning development options.

To protect the public interest and preserve existing property values.

SUB- PROGRAMS:

CURRENT PLANNING

ADVANCE PLANNING

ADMINISTRATIVE AND SUPPORT SERVICES

SUB- PROGRAM GOAL:

To implement the land use policies of the General Plan.

To develop and coordinate long and intermediate range plans which promote the foundation for orderly growth.

To provide leadership, direction and general administrative support necessary for an effective and efficient Planning Services Program.

SUB- PROGRAM OBJECTIVES:

Provide for a complete and technically correct zoning and subdivision ordinance to assist in implementing the General Plan.

Provide recommendations concerning all zoning and land use applications consistent with provisions of the General Plan.

Assist in providing a visually pleasing and functionally workable environment through design review.

Insure subdivision developments are consistent with all city ordinances.

Provide the City with current General Plan and related elements.

Develop community plans and specific plans for all designated planning areas in the City.

Provide for the environmental evaluation of all land use activities.

Provide for the development of an annexation policy consistent with the long-range objectives of the General Plan.

Develop and coordinate programs and policies that contribute to the orderly growth of the City.

Provide staff support to all city boards and commissions involved with the Planning Services Program.

Provide graphic and other technical services necessary to the Planning Services Program.

PROGRAM OPERATIONAL OBJECTIVES

PROGRAM:

PLANNING SERVICES

SUB-PROGRAM:

CURRENT PLANNING

ACTIVITIES:

ZONING ACTIVITIES

LAND DIVISIONS

WORK ELEMENTS:

Rezoning
Planned Residential Development
Conditional Use Permits
Zoning Adjustments
Design Review
Zoning Ordinance Administration
Site Plan Review

Sub-Division Maps
Parcel Maps

OPERATIONAL OBJECTIVES:

*CURRENT SERVICE LEVELS

Provide staff review for all rezoning applications.

*Currently meeting objective; a total of 59 applications reviewed during 1972-73 fiscal year.

(100%)

Provide zoning information and counseling services as required.

*Currently providing information services; counseling services limited to staff resources.

(80%)

Process all zoning applications within 3 to 4 weeks.

*Currently meeting objective; a total of 107 applications processed during 1972-73 fiscal year.

(100%)

Provide land division information and counseling services as required.

*Currently providing information services; counseling services limited by staff resources.

(80%)

Provide staff review for all proposed land divisions.

*Currently meeting objective.

(100%)

Prepare community designs for undeveloped property where necessary.

*Currently only partially meeting objective with present staff resources.

(25%)

Process all land division applications within 3 to 4 weeks.

*Currently meeting objective; a total of 91 applications processed during 1972-73 fiscal year.

(100%)

PROGRAM OPERATIONAL OBJECTIVES

PROGRAM:

PLANNING SERVICES

SUB-
PROGRAM:

CURRENT PLANNING

ACTIVITIES:

ZONING ACTIVITIES

LAND DIVISIONS

OPERATIONAL
OBJECTIVES,
Continued:

Process all design review cases within 2 weeks.

Review land division referrals from county tax collector for conformance to city subdivision regulations.

*CURRENT
SERVICE
LEVELS

*Currently meeting objective; a total of 78 cases processed during the 1972-73 fiscal year.

(100%)

*Currently only meeting objective on a minimal basis with present staff resources.

(15%)

Prepare new zoning ordinance by end of 1974 calendar year.

*Revised ordinance one-half completed.

(50%)

Process all required site plans within 2 days.

*Currently processing plans within 4 days; a total of 36 cases processed during the 1972-73 fiscal year.

(50%)

PROGRAM OPERATIONAL OBJECTIVES

PROGRAM:

PLANNING SERVICES

SUB-
PROGRAM:

ADVANCE PLANNING

ACTIVITIES:

COMPREHENSIVE PLANNING

ENVIRONMENTAL PLANNING

SPECIAL PROJECTS

WORK
ELEMENTS:

General Plan Review

Environmental Assessments

Annexation Studies

General Plan Elements Preparation
and Review

Environmental Impact Reports

Land Use and Population Data
Maintenance

Community Plans

Capital Improvement Program

OPERATIONAL
OBJECTIVES:

Conduct periodic review of General
Plan and its various elements.

Prepare and process environmental
impact reports (EIR's) in 5 months.

Conduct studies of potential annex
ation areas within the city's
sphere of influence.

*CURRENT
SERVICE
LEVELS

*Currently meeting objective.
(100%)

*Currently prepared and processed
within an average of 6 to 8
months; a total of 12 reports pre-
pared and processed during 1972-
73 fiscal year.
(60-80%)

*Studies of areas immediately
adjacent to city have been
completed.

Prepare plans for identifiable
communities.

*Casa Blanca and Eastside plans
completed. Additional community
plans to be developed during
1974-75 fiscal year.

Prepare and process environmental
assessments.

Maintain current land use data and
projections.

Coordinate and prepare 6 year CIP
on an annual basis.

*Currently meeting objective.
(100%)

*Data not maintained on current
basis due to limited staff
resources.
(0%)

*Currently meeting objective.
(100%)

Review EIR's of other public and
private agency projects to determine
impact on Riverside.

Prepare seismic, safety and noise
elements of the General Plan.

*Currently meeting objective.
(100%)

*Elements to be prepared during
1974-75 fiscal year.

Prepare major land use policies for
Planning Commission and City Council
approval.

*Public hearings currently being
conducted.

PROGRAM OPERATIONAL OBJECTIVES

PROGRAM:

PLANNING SERVICES

SUB-
PROGRAM:

ADMINISTRATIVE AND SUPPORT SERVICES

ACTIVITIES:

PROGRAM ADMINISTRATION

PUBLIC RELATIONS

PROGRAM SUPPORT

WORK
ELEMENTS:

Planning and Research
Policies and Procedure
Fiscal Control
Personnel Control
Program Coordination
Clerical Services
Records and Reports

Board and Commission Relations
Community Relations

Graphics
Data Systems Development

OPERATIONAL
OBJECTIVES:

Direct and coordinate daily program operations.

Provide staff support and assistance to the Planning Commission, Design Review Board, Environmental Protection Commission, Board of Zoning Adjustment.

Develop a data processing program for the maintenance of land use information.

*CURRENT
SERVICE
LEVELS

*Currently meeting objective.
(100%)

*Currently meeting objective.
(100%)

*Currently no program in effect.
(0%)

Review and analyze proposed federal and state legislation affecting the planning process.

*Reviewed and analyzed as necessary.
(100%)

Develop a program policy and procedures manual. ✓

*To be developed during 1974-75 fiscal year.

Prepared By

Planner One

City of Fremont

Managerial Job Objectives

PAGE

OF

Department

Community Dev.

Reviewed By

Supervisor

Date

7/1/74

STATEMENT OF OBJECTIVES

P

DATE

OUTCOMES OR RESULTS

Prepare all assigned agenda item reports, two weeks prior to the agenda date

A

6/30

Insure that all public information provided is accurate and complete

A

6/30

Insure that all plan reviews are in 100% conformance with City ordinances

A

6/30

Respond to 100% of public telephone inquiries within 24 hours

A

6/30

Complete course work for INCP

B

9/30

Conduct 4 seminars on the city planning process for community groups

C

4/31

Prepare D.O.I on EIR procedure

B

2/28

Conduct weekly field trips to analyze project sites

B

6/30

City of Fremont
Ethnic Survey of Employees
As of August 31, 1973

JOB CATEGORIES	TOTAL	MALE		FEMALE		WHITE		BLACK		SPANISH SURNAME		ASIAN		AMERICAN INDIAN		OTHER		TOTAL MINOR- ITIES	%
		NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%		
OFFICIALS AND ADMINISTRATORS	36	34	94.4	2	5.6	34	94.4			2	5.6							2	5.6
PROFESSIONALS	61	56	91.8	5	8.2	57	93.4			2	3.3	2	3.3					4	6.6
TECHNICIANS	76	72	94.7	4	5.3	68	89.5			5	6.6	3	3.9					8	10.5
PROTECTIVE SERVICE WORKERS	158	152	96.2	6	3.8	136	86.1			17	10.8			4	2.5	1	0.6	22	13.9
PARAPROFESSIONALS	3	2	67.0	1	33.0	3	100											0	
OFFICE AND CLERICAL SKILLED	48	1	2.1	47	97.9	47	97.9			1	2.1							1	2.1
RAFT WORKERS	15	14	93.3	1	6.7	13	86.7			2	13.3							2	13.3
SERVICE AND MAINTENANCE	36	36	100			27	75.0	1	2.8	6	16.7	2	5.5					9	25.0
TOTALS	433	367	84.8	66	15.2	385	88.9	1	0.2	35	8.1	7	1.6	4	1.0	1	0.2	48	11.1
POPULATION PERCENTAGES 1970 CENSUS			49.7		50.3		80.4		0.4		16.4		2.2		0.3		0.3		19.6
WORK FORCE PERCENTAGE			66.7		33.3		81.2		0.3		15.3								18.2

Community Development Department
Ethnic Survey of Employees
As of August 31, 1973

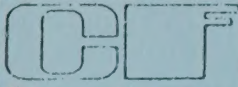
JOB CATEGORIES	TOTAL	MALE		FEMALE		WHITE		BLACK		SPANISH SURNAMES		ASIAN		AMERICAN INDIAN		OTHER		TOTAL MINORITIES	%
		NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%		
OFFICIALS AND ADMINISTRATORS	2	2	100			2	100												
PROFESSIONALS	10	8	80.0	2	20.0	10	100												
TECHNICIANS	11	11	100.0			10	90.9			1	9.1							1	9.1
PROTECTIVE SERVICE WORKERS																			
PARAPROFESSIONALS																			
OFFICE AND CLERICAL	5			5	100	5	100												
SKILLED CRAFT WORKERS																			
SERVICE AND MAINTENANCE																			
TOTALS	28	21	75.0	7	25.0	27	96.4			1	3.6							1	3.6
POPULATION PERCENTAGES 1970 CENSUS			49.7		50.3		80.4		0.4		16.4		2.2		0.3		0.3		9.6
WORK FORCE PERCENTAGE			66.7		33.3		81.2		0.3		15.3								13.2

City of Fremont
Ethnic Survey of Employees
As of June 30, 1974

JOB CATEGORIES	TOTAL	MALE		FEMALE		WHITE		BLACK		SPANISH SURNAME		ASIAN		AMERICAN INDIAN		OTHER		TOTAL MINOR- ITIES	%
		NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%		
OFFICIALS AND ADMINISTRATORS	35	34	97.1	1	2.9	33	94.3			2	5.7							2	5.7
PROFESSIONALS	67	62	92.5	5	7.5	63	94.0			2	3.0	2	3.0					4	6.0
TECHNICIANS	81	76	93.8	5	6.2	73	90.1			5	6.2	3	3.7					8	9.9
PROTECTIVE SERVICE WORKERS	167	161	96.4	6	3.6	146	87.4			16	9.6			4	2.4	1	0.6	21	12.6
PARAPROFESSIONALS	8	6	75.0	2	25.0	6	75.0			1	12.5	1	12.5					2	25.0
OFFICE AND CLERICAL	57	1	1.8	56	98.2	56	98.2					1	1.8					1	1.8
SKILLED CRAFT WORKERS	18	17	94.4	1	5.6	17	94.4			1	5.6							1	5.6
SERVICE AND MAINTENANCE	43	43	100	0		34	79.0	1	2.3	6	14.0	2	4.7					9	21.0
TOTALS	476	400	84.0	76	16.0	428	89.9	1	0.2	33	6.9	9	1.9	4	0.9	1	0.2	48	10.1
POPULATION PERCENTAGES 1970 CENSUS			49.7		50.3		80.4		0.4		16.4		2.2		0.3		0.3		19.6
WORK FORCE PERCENTAGE			66.7		33.3		81.2		0.3		15.3								18.2

Community Development Department
Ethnic Survey of Employees
As of June 30, 1974

JOB CATEGORIES	TOTAL	MALE		FEMALE		WHITE		BLACK		SPANISH SURNAME		ASIAN		AMERICAN INDIAN		OTHER		TOTAL MINOR ITIES	%
		NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	NO	%		
OFFICIALS AND ADMINISTRATORS	2	2	100			2	100												
PROFESSIONALS	13	11	84.6	2	15.4	13	100												
TECHNICIANS	13	13	100			12	92.3			1	7.7							1	7.7
PROTECTIVE SERVICE MEMBERS																			
PARA-PROFESSIONALS																			
OFFICE AND CLERICAL	5			5	100	5	100												
SKILLED CRAFT WORKERS																			
SERVICE AND MAINTENANCE																			
TOTALS	33	26	78.8	7	21.2	32	97.0			1								1	3.0
POPULATION PERCENTAGES 1970 CENSUS			49.7		50.3		80.4		0.4		16.4		2.2		0.3		0.3		19.6
WORK FORCE PERCENTAGE			66.7		33.3		81.2		0.3		15.3								18.2

 City of Fremont CALIFORNIA	DEPARTMENTAL OPERATING INSTRUCTIONS		NUMBER 1.1	PAGE 1 OF 3
			REVISION N/A	SUPERSEDES New
DEPARTMENT COMMUNITY DEVELOPMENT	DIVISION ALL	SECTION ALL	EFFECTIVE DATE January 1, 1975	APPROVED BY JACOB ROBBINS Community Development Director
SUBJECT COMMUNITY DEVELOPMENT DEPARTMENT OPERATING INSTRUCTIONS				

I. PURPOSE

- As an organization becomes larger, it is necessary to begin to formally develop a consistent pattern for issuing instructions concerning departmental operations.

This instruction is to implement a revised Departmental Operating Instruction Manual and to explain its function, organization and use. This manual will contain all Departmental Operating Instructions (D.O.I.'s) in a readily accessible form.

II. ORGANIZATIONS AFFECTED

All divisions and sections in the Community Development Department are affected by this instruction.

III. REFERENCES

City of Fremont Administrative Regulation 1.1A is a reference for this instruction and is attached as an appendix.

IV. POLICY

In a complex organization, such as this department, it is essential that routine operating instructions and procedures are communicated clearly and accurately in a written format.

This manual will contain operating policies and procedures established for the department by the Community Development Director.

Personnel who detect error or deficiencies in these D.O.I.'s should report such information, in writing, to their supervisor. Supervisors receiving such comments will immediately review them and either revise the contents of the instruction and then forward to the Community Development Director for approval, or they will respond in writing as to why such a revision is not necessary. These instructions are not "cast in bronze" and they will need to change to meet changing times and requirements.

V. RESPONSIBILITY

All personnel will be responsible for knowing and carrying out the provisions of the manual.

Department management are responsible for seeing that all personnel have knowledge of these instructions and they are implemented.

VI. PROCEDURE

A. Composition of the Manual

1. Index

The D.O.I. Manual shall be organized with Chapter Number and Titles as follows:

0. Indices
1. General Departmental Administration
2. Clerical
3. Current Planning
4. Long Range Planning
5. Development Organization
6. Plan Review
7. Building Inspection

2. Manual Indices (Chapter 0)

A numerical index (0.1) and a alphabetical index (0.2) will be maintained. The indices should be updated on their anniversary date.

3. Format

- a. All D.O.I.'s will be issued on City of Fremont Form No. 1144 10/74 and 1144A 10/74 (Departmental Operating Instructions). Use blue colored sheets.
- b. The instruction body should generally follow the format contained in Administrative Regulation 1.1A, attached, but in all cases should contain:

(1) I. PURPOSE

A statement outlining the specific reason(s) necessitating establishment of the instruction.

(2) II. POLICY

A general statement reflecting the department goals, objectives, and philosophies concerning the

Such a statement provides a decision making guideline when a course of action is either not defined by written procedure or when an established procedure is not applicable.

(3) III. PROCEDURE

A written summary outlining a series of steps followed in a regular definite order to provide relative stability, consistency, uniformity and continuity in the operations of the organization.

B. Maintaining the Manual

1. This manual is designed for use in a large three ring binder. Dividers with the appropriate section typed on white inserts will be prepared by departmental clerical staff.
 - a. All binders will be numbered.
 - b. Binders will be issued to each division and subordinate section (when applicable).
 - c. Binders will be checked out to every individual.
2. It will be the responsibility of all division managers to see that new employees receive a copy of the manual and that they are knowledgeable of the contents.
3. Each individual will be issued single copies of D.O.I.'s and will be responsible for maintaining the binder provided.
4. When a new D.O.I. is issued:
 - a. Enter the new indexing data in the indices.
 - b. Place the D.O.I. in its appropriate section.
5. When removing a replaced or superseded D.O.I. from the manual, cross out neatly any inappropriate indexing data pertaining to the instruction and throw away the superseded D.O.I.
6. Replacement copies of all instructions may be obtained from the Community Development Director Secretary.
7. As the department grows larger, it may be necessary to file particular sections (for example, Building Inspection) in a separate binder. If this is the case, a notation will be made in the larger manual so noting that such is the case.
8. All D.O.I's will be initialed by the Community Development Director signifying their approval.



ADMINISTRATIVE REGULATIONS

NUMBER

1.1A

PAGE 0 OF

1 5

REVISION

N/A

SUPERSEDES

NEW

SUBJECT

DEPARTMENTAL OPERATING INSTRUCTIONS
(D.O.I.'s)

APPROVED BY

DON DRIGGS
City Manager

EFFECTIVE DATE

October 1, 1974

I. PURPOSE

To develop the guidelines for the implementation and issuance of Departmental Operating Instructions throughout the Departments of the City of Fremont. These instructions are to provide continuity to individual departmental processes in the efficient and effective achievement of departmental objectives. At the present time, some departments have a standard procedures manual. Where this is the case, these guidelines would not be strictly applicable. Other departments lack a reference for standard procedures and Departmental Operating Instructions will be implemented, as necessary, to enhance the performance of departmental functions. This AR is to be seen as a guideline for the development of such departmental operating procedures. It is neither meant to pre-empt nor supersede existing standard operating procedure manuals, nor to instruct departments that do not have them to implement them immediately. It is to be used as a reference and guideline.

II. ORGANIZATION AFFECTED

All Departments/Divisions.

III. REFERENCES

Administrative Regulation 1.1.

IV. POLICY

- A. The authority of D.O.I.'s will be restricted to the administration and operation within a single Department or Division. It is the responsibility of each department to assure that no conflicts exist between D.O.I.'s and practices prescribed by Administrative Regulations (A.R.'s) and any existing Management Policies (M.P.'s).
- B. Departmental Operating Instructions will be utilized as the instruments delineating permanent detailed job instructions or other procedural information required to document intra-department/division responsibilities.

V. DEFINITIONS

Not applicable.

VI. RESPONSIBILITY

- A. As necessary, each City of Fremont Department/Division will have the responsibility for formulating and issuing its own internal D.O.I.'s and will update and revise them according to need. In large Departments, each Division might have their own D.O.I.'s. This would be worked out between the Department Head and the Division Head.
- B. All Department Heads shall:
1. Authorize all D.O.I.'s under their jurisdiction.
 2. Insure that D.O.I.'s do not conflict with City of Fremont Municipal Code, Resolutions, Memorandums of Understanding, Administrative Regulations or Management Policies.
 3. Insure that subordinate employees are aware and understand the D.O.I.'s and comply with the established procedures.
 4. Maintain the Departmental Index and Chapter designations for their individual D.O.I.'s.
 5. Forward one (1) copy of all D.O.I.'s issued to Management Analysis for reference.
- C. Management Analysis shall:
1. Assist departments in the formulation and implementation of D.O.I.'s.
 2. When they recognize a need for D.O.I.'s in a department, inform the Department Head of their concern, and work with said Department Head or a designee in developing an appropriate course of action.
- D. General Services Section shall keep a sufficient stock of D.O.I. forms to service departmental needs.

VII. PROCEDURE (Optional)

- A. An important element of Departmental Operating Instructions is that they serve as a current guide to the Department's and Division's policies, organization, and operation. All employees are encouraged to suggest procedural changes whenever they become evident to their department head.
- B. Departmental Operating Instructions should not be "chiseled in granite." They can and should respond to a dynamic organization. As more efficient methods are discovered and developed, and as conditions change, D.O.I.'s will be revised, discarded or new ones issued.
- C. Requests for assistance in developing new or revised D.O.I.'s should be submitted to the Department or Division Head. Each request should:
1. Outline the requirements.
 2. Provide the overall scope of the document.
 3. Indicate the areas of responsibility involved.
 4. Document the need.

D. Preparation of D.O.I.'s can be accomplished in accordance with instructions provided in the Appendix of this A.R.; variations of this format are in use.

E. Coordination, Review, and Approval.

1. A preliminary draft of the proposed document should be prepared by the cognizant department employee, coordinated with the department head. Copies of the draft will be distributed for review and comment by affected management, department personnel, and other departments and personnel.
2. The draft will be circulated for a fixed time with action requirements specified.
3. After resolution and clarification of any issues, the Departmental Operating Instruction will be prepared on the standard form.
4. Final approval will be made by the Department Head or a designee.

F. Distribution

1. Approved D.O.I.'s will be dated and numbered in accordance with instructions issued by the Department Head.
2. D.O.I.'s and Departmental Operating Instruction Manuals will be controlled and distributed by the Department Head.
3. A master list and catalog will be developed and maintained by the department for the original issue and subsequent changes to D.O.I.'s and D.O.I. Manuals. This list will include all Department Management Personnel (and other individuals and locations as necessary).
4. D.O.I.'s will be available for convenient reference and information by all Department/Division staff.
5. One (1) copy of all D.O.I.'s issued will be forwarded to the Management Analysis Division of the Management Services Department.

G. Format

1. A Departmental Operating Instruction Manual should be kept in some type of ring loose leaf binder (10" x 11-1/2").
2. The spine of the binder should bear the title "DEPARTMENTAL OPERATING INSTRUCTIONS" using the Dymo labelling process. The department name will also be embossed on the spine of the binder.
3. The Departmental Operating Instruction Manual shall be organized with Chapter, number sequences, and titles by the Department Head; where approximate D.O.I.'s might be organized by Division, with each Division having its own set of D.O.I.'s.
4. Some departments have established their own format; this AR should not be construed as superseding such formats.

VIII. APPENDIX (Optional)

- A. Departmental Operating Instructions Form and D.O.I. Continuation Sheet. Attachment A-1, A-2.

CITY OF FREMONT ADMINISTRATIVE REGULATIONS

NUMBER:

1.1A

PAGE OF

4 5

B. General Instruction Guidelines for Completing Departmental Operating Instructions Documents.

1. The instructions correspond to the circled block numbers for figure A-1.

- Block No. 1. Department/Division/Section: Designate the responsible department, division and section.
- Block No. 2. SUBJECT: Indicate complete descriptive title. Do not use abbreviations, acronyms are only acceptable in parenthesis following the complete terms.
- Block No. 3. NUMBER: Index number will be assigned by the Department Head.
- Block No. 4. PAGE: Indicate page number with total number of pages specified.
- Block No. 5. REVISION: Indicate whether D.O.I. is "new" or the number of the revision.
- Block No. 6. SUPERSEDES: D.O.I. index number which is being replaced and effective date of that document.
- Block No. 7. EFFECTIVE DATE: Date of final approval and authority.
- Block No. 8. APPROVED BY: Initials of authorizing agent or designee with printed name and title.
- Block No. 9. (BODY): Guidelines for textual information.

I. PURPOSE

Brief description of objective or intent of the procedure.
Explanation of necessity of procedure.

II. ORGANIZATIONS AFFECTED

Identification of all organizations affected. Be specific.

III. REFERENCES (Optional)

List of primary documents germane to the text.

IV. POLICY (GENERAL)

Summary statement of the domain of the procedure or function of the document. Background material will be included only when it assists in comprehending the document.

CITY OF FREMONT ADMINISTRATIVE REGULATIONS	NUMBER: 1.1A	PAGE 5 OF 5
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V. DEFINITIONS (Optional)

Terms or concepts defined to clarify or assist with interpretation of the document.

VI. RESPONSIBILITY

Delegation of authority and designation of agents responsible for implementing the policy.

VII. PROCEDURE

Description of the duties and activities to be performed. A systematic description of the process may also be provided.

VIII. APPENDIX (Optional)

Used to include supplemental information.

2. Other topical designations or deviations from the above format may be necessary to meet specific needs or special considerations. These conditions may be discussed with Department Management.

 DEPARTMENTAL OPERATING INSTRUCTIONS		NUMBER (3)		PAGE 1 OF (4)
		REVISION (5)		SUPERSEDES (6)
DEPARTMENT (1)	DIVISION (1)	SECTION (1)	EFFECTIVE DATE (7)	APPROVED BY (8)
SUBJECT (2)				
(9)				
I. <u>PURPOSE</u> II. <u>ORGANIZATIONS AFFECTED</u> III. <u>REFERENCES</u> (Optional) IV. <u>POLICY</u> (Optional) V. <u>DEFINITIONS</u> (Optional) VI. <u>RESPONSIBILITY</u> VII. <u>PROCEDURE</u> VIII. <u>APPENDIX</u> (Optional)				

D.O.I.	DEPARTMENT	DIVISION	SECTION	NUMBER	PAGE	OF
	(1)	(1)	(1)	(3)	(4)	

MAJOR PLANNING OUTPUTS

ZONING

Rezoning

1. Conventional
2. Non-Conventional

Text Change

Planned District

1. Preliminary
2. Precise
3. Minor Change
4. Major Change

Conditional Use Permit

1. Planning Commission
2. Zoning Administrator
3. Amendment (Planning Commission)
4. Amendment (Zoning Administrator)
5. Horses
6. Horses Renewal

Planned Unit Development

1. Initial
2. Amendment

Variances

1. Owner (Single Family Dwellings)
2. Commercial, Industrial and Multi-family

Development Organization Review

1. With Streets
2. Without Streets
3. Minor
4. Sign Review

HARB

1. Value over 50,000.
2. Value 20,000. to 50,000.
3. Value under 20,000.

Planned Sign Program

SUBDIVISION

Preliminary Tract
Tentative Tract
Minor Subdivision
Modification
Text Amendments

CIRCULATION

Specific Plans (City initiated)
Specific Plans
Street Abandonment
Street Opening
Private Street

GENERAL PLAN

General Plan Amendments
General Plan Amendments (City initiated)

ENVIRONMENTAL IMPACT REPORT

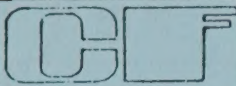
EIR Negative
EIR Negative (City initiated)
EIR Positive
EIR Positive (City initiated)

OTHER

Agricultural Preserves
Agricultural Preserves
Easement Abandonments
Findings
Grading Permits
Special Studies

NON-PROJECT CATEGORIES

Counter & Telephone Inquiries
Preliminary Project Discussion
Management Inquiries
Administration
Personal Time
Zoning Administration

 City of Fremont CALIFORNIA	DEPARTMENTAL OPERATING INSTRUCTIONS		NUMBER	PAGE 1 OF 2
			REVISION N/A	SUPERSEDES New
DEPARTMENT Community Development	DIVISION A11	SECTION A11	EFFECTIVE DATE January 1, 1975	APPROVED BY Jacob Robbins Community Development Director
SUBJECT PROJECT AND COUNTER INQUIRES				

Purpose

To eliminate, wherever possible, incorrect or incomplete information to persons seeking to secure approval of an application or consideration of a plan for development.

Policy

The City of Fremont Community Development Department desires to give as complete information to applicants and potential applicants as possible. Often particular requirements are unclear or not covered in initial discussions. It is the department's policy to attempt to give applicants and potential applicants as complete information as possible at initial contact.

Procedure

- A. Each person, when discussing projects with applicants or prospective developers, shall utilize three prepared Check Lists as a guide to assure total coverage of possible requirements for project submittals. There check lists are:
 - . Development Items and Fees
 - . Physical Development Requirements Checklist
 - . Required Documents Checklist Matrix
- B. It must be understood and conveyed to the developer that the information being given is accurate to the extent that his plans are refined. Requirements of other departments and agencies may require further discussions and refinements.
- C. If it is apparent that the project requirements exceed your knowledge or interpretive understanding of the Codes, advise the applicant that additional research and/or personnel will be needed to provide complete information. In such instances, try to make an appointment for a time when needed assistance will be available.
- D. At the completion of the discussions, a copy of each Check List should be given to the applicant with the original signed, dated and filed.
- E. If the project does not have a planning file established, and if no Building Inspection file exists, place the Assessor's parcel number and address, if available, on the lists. The File Clerk shall establish an Inquiry File by Assessor's parcel numbers.

F. If the Check Lists do not provide adequate space nor cover the subject sufficiently, add a memo to file, a copy of which should be sent to the developer and the Community Development Director.

The employee must use discretion as to when this procedure is used. Inquiries as to how property is zoned, General Plan designation or general information do not require this process. The procedure is primarily designed to assure total information to applicants proposing to file for an approval or to develop plans for a future submittal.

Development Items and Fees

Listed below are items and fees associated with the development of property in the City of Fremont. Those steps which may apply to a particular project will be checked in response to an inquiry. The list is not all-inclusive; notification of complete City requirements regarding a project can only be made subsequent to the submittal of complete development plans.

Required	May be Required	Not Required	Procedural Step	Fee
			Building Permits	Based on valuation
			Site Plan Review (Development Organization)	
			With Street Improvements	\$650
			Without Street Improvements	\$400
			Minor Review	\$150
			Property Subdivision	
			Minor Subdivision	\$200
			Preliminary Tract Map	\$250
			Tentative Tract Map	\$800
			Rezoning	
			Conventional	\$300
			Non-Conventional (R-1-X or R-G-X)	Variable
			Planned District	Variable
			Use Permit	
			Planning Commission	\$300
			Zoning Administrator	\$100
			Amendments	\$225/\$50
			Finding (Planning Commission)	\$150
			Variance	
			Single Family	\$50
			Other	\$225
			Historical Architectural Review	Based on valuation
			Public Street	
			Improvement	Variable
			Dedication	Variable
			Street Opening	\$300
			Encroachment Permit	Variable
			Private Street	Variable
			Planned Unit Development	Variable
			Zoning Permit	\$30
			Structure Moving Permit	Dependent on Location
			General Plan Amendment	\$900
			Agricultural Preserve	\$150
			Mobile Home Permit	\$30
			Park Dedication	
			Per New Unit	\$200
			Per Addition Exceeding 25%	\$50
			Environmental Impact Review	
			Initial Review	\$10
			Negative Declaration	\$115
			Report Processing	\$355
			Consultant Services	Variable
			Fault Zone Construction (Geological)	Variable
			Soils Report	Variable
			Grading Permit	Dependent on earth mov
			Sign Permit	Variable
			Construction Tax	Variable
			Connection Fee	
			Sewer (Union Sanitary District)	Variable
			Water (Alameda County Water District or Citizens Utility)	Variable
			Gas and Electricity (Pacific Gas & Electric)	Variable
			Street Trees	\$18
			Performance Standards Review	\$60
			Agency Address List	(Enclosed)

CITY OF FREMONT
PHYSICAL DEVELOPMENT REQUIREMENTS
CHECKLIST

	May be	Not
Required	Required	Required

On-Site

Street dedication
 Street improvements -
 Curb, gutter, sidewalk and street
 paving
 Electroliers
 Fire Hydrants
 Scwers
 Storm drainage facilities
 Utilities -
 Gas, electric, telephone and water
 Landscaping
 Street trees
 Irrigation system
 Walls, fencing and screening
 Grading and drainage
 Parking - paving, curbing, lighting,
 drainage, landscaping and irrigation
 Trash and utility enclosures and screening
 Trails, pedestrianways, bike paths dedication
 Trails, pedestrianways, bike paths
 improvements
 Tree preservation - Pruning, grubbing, grading,
 retaining walls, relocation
 Signing
 Miscellaneous performance standards: Sound
 attenuation, seismic, soils, odor,
 vibrations, smoke, etc.

Off-Site

Railroad crossing improvements
 Special utility undergrounding
 Storm drainage
 Special street improvements
 Unequal street widening
 Bridge benefit district improvement
 Park and recreation facilities

OUTPUTS	REQUIRED DOCUMENTS																																										
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41		
AGRICULTURAL PRESERVES	1																																										
DEVELOP. ORG. (INCLUDING H.A.R.B.)	2	0	0	0		0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
EASEMENT ABANDONMENT	3	0	0	0		0	0			0																																	
GENERAL PLAN AMENDMENTS	4	0	0	0	0		0	0																																			
GRADING PERMITS	5	0	0	0	0		0		0	0			0	0																													
MAJOR APPLICATIONS	6			0	0	0				0																																	
MODIFICATIONS	7			0	0					0																																	
PARCEL MAPS	8	0	0	0	0	0			0				0				0	0																									
PLANNED DISTRICT (PRELIMINARY)	9	0	0	0	0		0	0	0				0	0							0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
PLANNED DISTRICT (PRECISE)	10			0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PLANNED SIGNING PROGRAMS	11			0						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PLANNED UNIT DEVELOPMENTS	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PRIVATE STREETS	13	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REZONINGS	14	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
STREET ABANDONMENTS	15	0	0	0	0	0	0		0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
STREET OPENINGS	16	0	0	0	0	0	0		0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TRACT MAP, PRELIMINARY	17	0	0	0	0	0			0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TRACT MAP, TENTATIVE	18			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CONDITIONAL USE PERMITS	19	0	0	0	0		0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
VARIANCES	20		0						0	0	0	0	0	0	0	0	0	0	0	0																							
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